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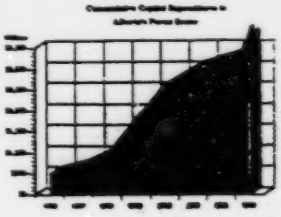
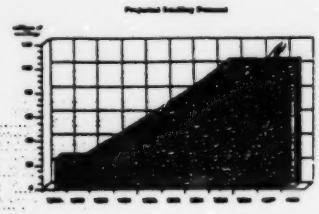
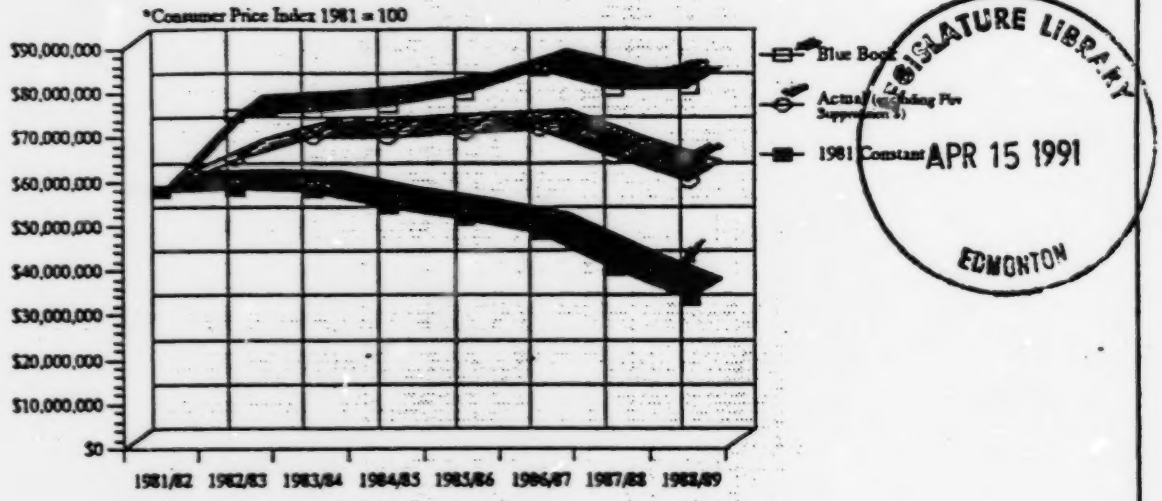
Sessional Paper * 520/91
2 Session, 22 Legislature

Impact of Forest Industry Development on the Alberta Forest Service





Alberta Forest Service
Annual Operating Budget



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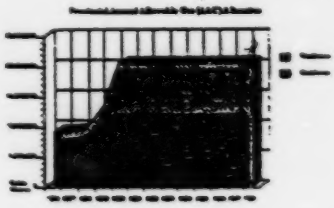
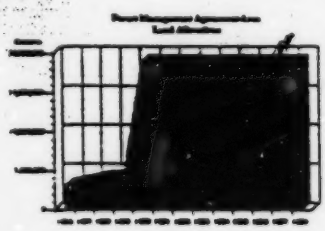
*1986/87 - 1988/89 actual AFS dollars less FIDD, CAFRDA and Fire Suppression.

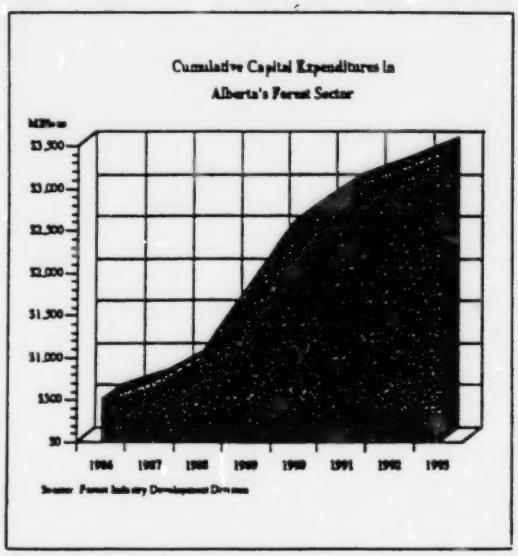




Alberta
FORESTRY, LANDS AND WILDLIFE

91-04018/

Executive Summary

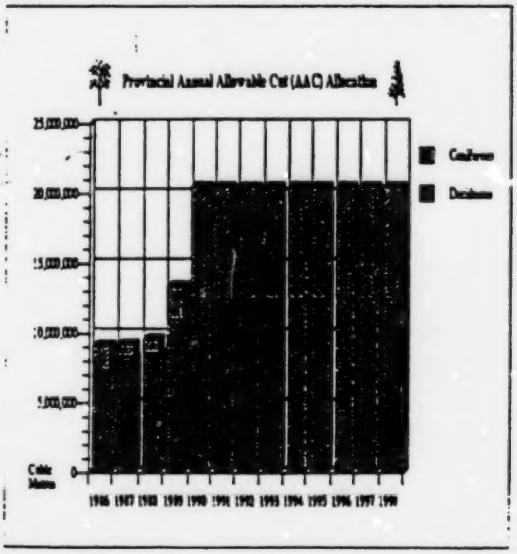


Situation

- $3.5 billion in capital investment by 1992/93.
- Creation of up to 12,000 new direct and indirect jobs by these projects.

Concerns

- Industry growth has outpaced the capabilities of the Alberta Forest Service to carry out its legislated mandate.
- No new jobs have been created within the Alberta Forest Service to carry out industry development.

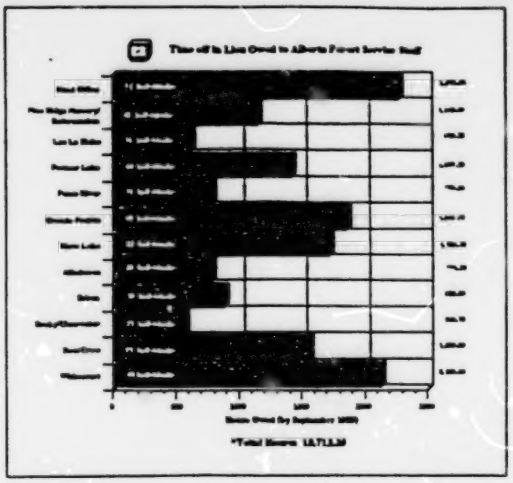


Situation

- 31.6% rise in Annual Allowable Cut (AAC) committed between 1986-1989.
- Committed AAC will reach 20,506,784 m^3 between 1990-98 as compared to 1986 levels of 9,128,750 m^3.
- 3,000 additional permanent sample plots required for accurate growth and yield projections.

Concerns

- Increasing levels of harvest in both coniferous and deciduous timber will result in large increases in workload, management and operational planning, forest inventory and statistics and woods operations.
- Increased harvesting will result in more and more inspections, etc., to ensure that environmental integration is maintained.
- Lack of inventory data could result in overcutting, especially in previously unused mixed wood and deciduous stands.

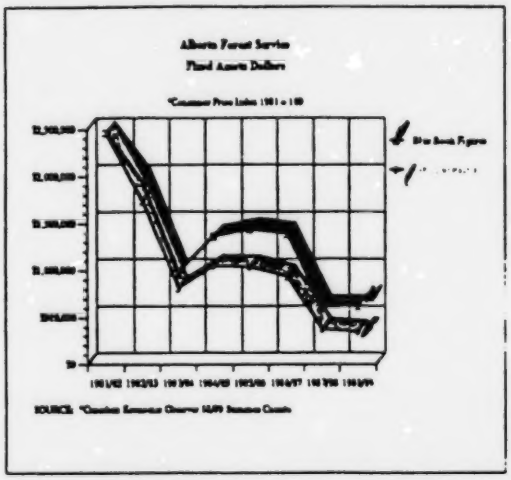


Situation

- **2,167 man days of AFS productivity will be lost in the last half of fiscal 1989/90 because of large accumulations of time off in lieu.**

Concerns

- These large accumulations of time off in lieu are a representation of the extra burden now being carried by existing staff.
- Failure to take accumulated time off in lieu before the end of the fiscal year is, in some cases, in violation of the Master Agreement.
- Accumulation of time off in lieu is a direct result of the loss of overtime dollars.

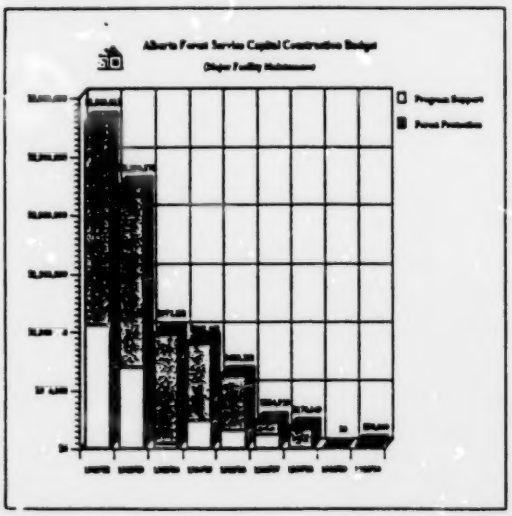


Situation

- **AFS Fixed Assets budget has decreased from $2.46 million in 1981/82 to $0.625 million in 1988/89. This represents a 74.6% decrease.**

Concerns

- Lack of adequate fixed asset dollars has made it impossible to purchase new equipment or to even replace that which is well past its prime.
- Safety of our staff is at risk by having them utilize worn, unreliable mobile equipment (i.e., snowmobiles, ATV's...
- Staff will be unable to meet workload demands without adequate, reliable equipment for travel under adverse conditions.

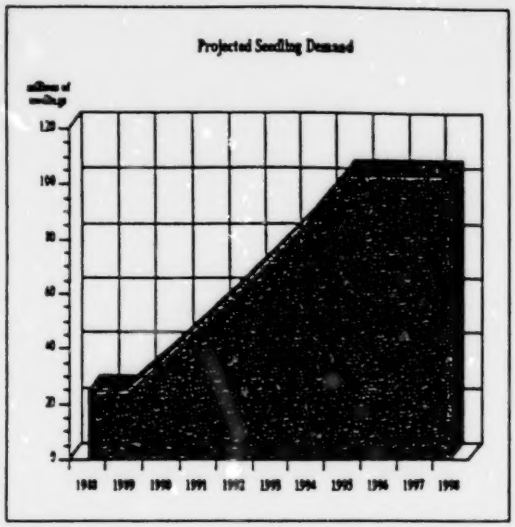


Situation

- **The capital construction maintenance budget for the 2,374 AFS buildings and facilities has been reduced from $2.805 million in 1981/82 to $30,000 in 1989/90.**

Concerns

- Many of our existing facilities are past economic and functional obsolescence.
- Facility repair has been essentially halted and is resulting in further deterioration.
- Continual delays in maintenance will ultimately result in much higher maintenance costs in the long term.

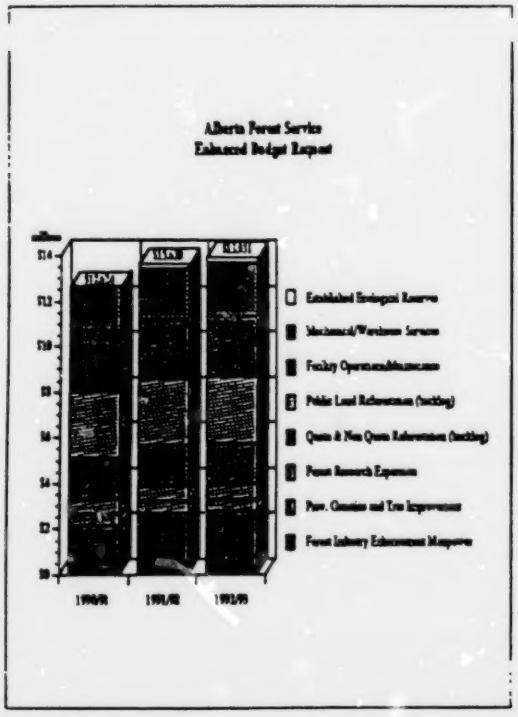


Situation

- 103.5 million conifer seedlings will be required for reforestation work on an annual basis by 1992/93.
- Backlog of NSR (not satisfactorily restocked) totals 106,578 ha.

Concerns

- Current nursery facility is under-funded and only able to produce 24.5 million seedlings annually.
- Addressing reforestation needs and backlog is vital to sustained yield management and could threaten scheduling of second rotation.



Situation

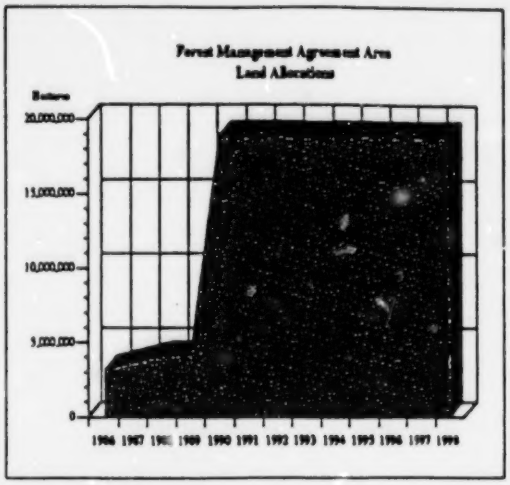
- AFS Enhanced budget request as a direct result of new large scale forest industry expansion totals:

  1990/91 - $12.624 million
  1991/92 - $13.639 million
  1992/93 - $13.931 million
  $40.194 million over 3 years.

- Projected revenue to Alberta Treasury from existing and proposed projects totals over $75 million annually.
- AFS funding request represents only 17.9% of the total revenue generated by these projects over three years. This funding will become part of the AFS "A" base budget.

Concerns

- Failure to obtain adequate funding will put the Forest Service in direct violation of its legislated mandate.
- A continued exodus of experienced personnel can be expected because of overwork and poor working conditions.
- Sustained yield management objectives will be put at risk.
- Insufficient staffing will prevent the division from protecting forests from large scale environmental damage.
- Government can expect major levels of criticism from the public and special interest groups if environmental protection standards that have been promised are not adhered to.

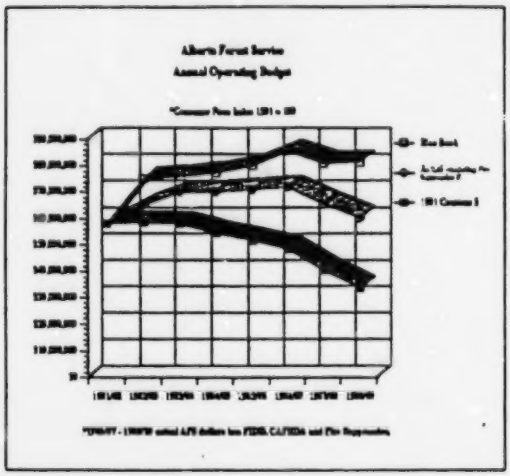


Situation

- Forest Management Agreement Areas in Alberta covered 3.071 million hectares in 1986.
- Industry expansion will push that figure to 18.916 million hectares between 1990-98.

Concerns

- Large area allocations will result in enormous increases in the levels of planning and inspection.
- Demands placed on AFS for environmental protection work will be even greater.
- The public is demanding more and more input into management planning for FMA areas, resulting in increased workload in public awareness for AFS staff.



Situation

- In terms of constant 1981 dollars, the Alberta Forest Service budget in 1988/89 was $24 million below that which it received in 1981.

Concerns

- Impact of new, large scale industrial expansion will only compound an already serious situation, one that has led to the cancellation of important programs over the last 3-4 years to keep essential ones alive.
- It is impossible to fulfill our expanded mandate and ensure environmental protection under our current budget situation.

Situation

- There has been a net loss of 7.7% of total AFS manpower between 1982/83 and 1988/89.
- 236 man years, (excluding suppression) have been lost since 1982/83. This includes a total of 86 permanent positions.
- The AFS manpower budget has declined by $7.3 million (in constant 1981 dollars) since 1981/82.

Concerns

- Continued reductions in manpower dollars have resulted in ever increasing workloads for remaining staff.
- Many experienced foresters/forest officers have left the organization because of these conditions and morale is at an all time low.

Introduction

Alberta's forest sector is undergoing levels of industrial expansion that rival those seen during the provincial oil boom of the 1970's. This growth has been referred to by industry analyst's as "... an idea whose time has come," and has helped to make forestry the major driving force behind government economic diversification efforts. These efforts have resulted in a cumulative private capital investment of approximately $3.5 billion and will ultimately create 12,000 direct and indirect new jobs.

While this dramatic growth will help the province to strengthen its economic position by moving it away from its dependence on the petroleum industry, it has also created major challenges for the agency responsible for the long-term care and management of the provincial forest resource. Increased levels of harvest will force government agencies to carry out greatly expanded programs in the areas of reforestation, timber management, forest protection, forest research and development and, of equal importance, public awareness and communication.

The need for these expanded programs is not simply perceived by the Alberta Forest Service, but in many cases, required by legislation to ensure our publicly owned forests are managed on a sustained yield basis and the quality of our forest environment is maintained.

Our ability to meet these new challenges will ultimately determine the net value of these projects to the province of Alberta and will have a significant bearing on the public's confidence in not only the Forest Service, but the government as a whole.

The purpose of this report is to address the impact of forest industry development on the Alberta Forest Service, by examining the current state of the Forest Service, the agency responsible for the management of provincial forest lands, and to demonstrate there is an associated cost related to new development projects that must be addressed if we are to indeed "ensure our forests for future generations".

Background

Alberta's forest sector has grown steadily since the establishment of the province's first forest reserve at Cooking Lake in 1889 and government has adapted to this growth in a number of ways.

Our first real step into large scale forest operations took place in 1956 with the establishment of Northwest Pulp and Power Ltd.'s pulp mill in the town of Hinton. Along with this mill came a new license to harvest timber, a license that was based on improved forest management practices and one that has earned Alberta the reputation as a leader in the field of forest management. These licenses or Forest Management Agreements (FMA's) provide long term tenure (20 years with the option for renewal) to the operator.

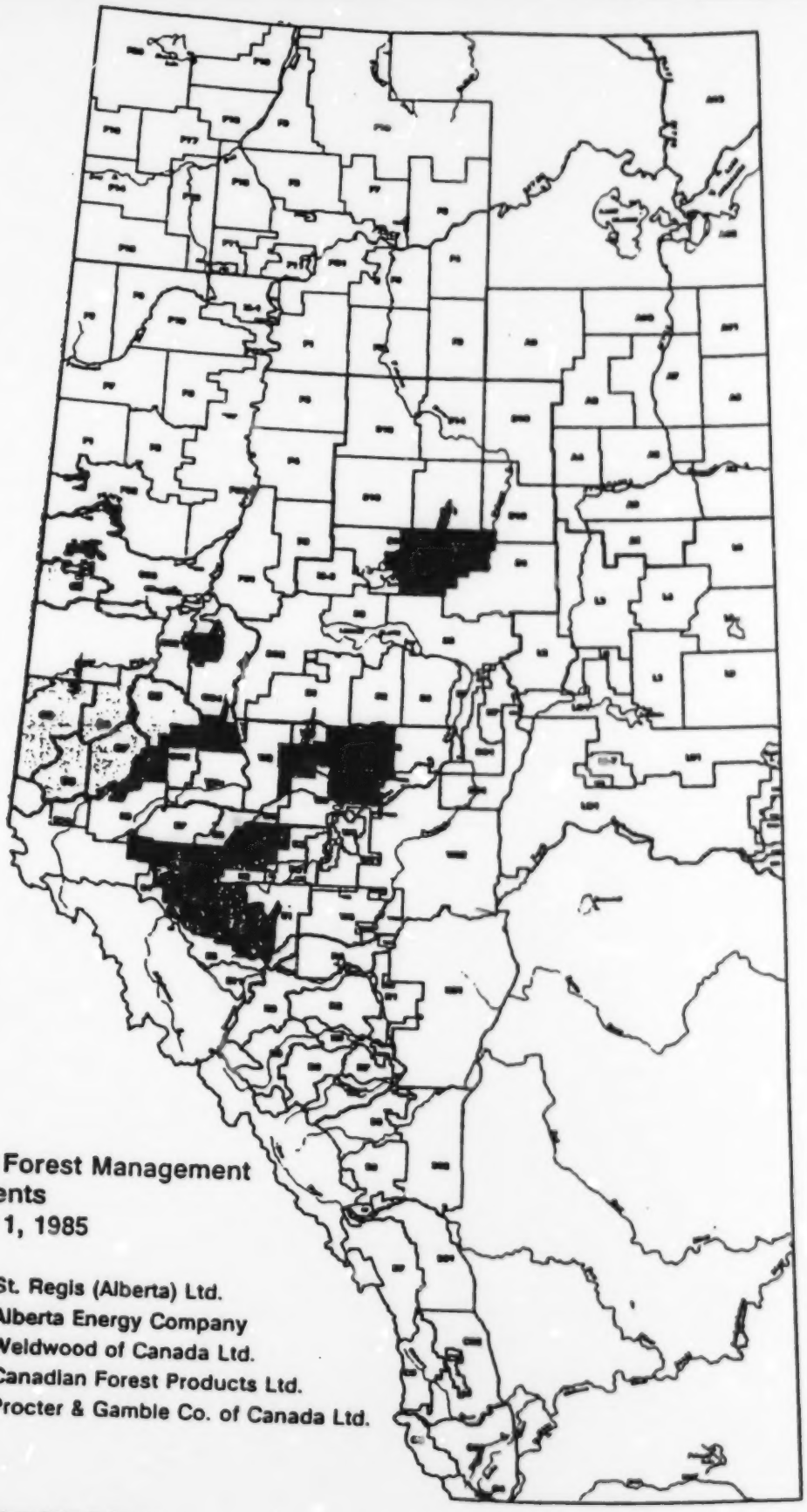
Alberta's offer of long term tenure on some of the most productive forest land in Canada undoubtedly helped to attract a number of forest product companies to our province by the mid 1980's. (Map 1)

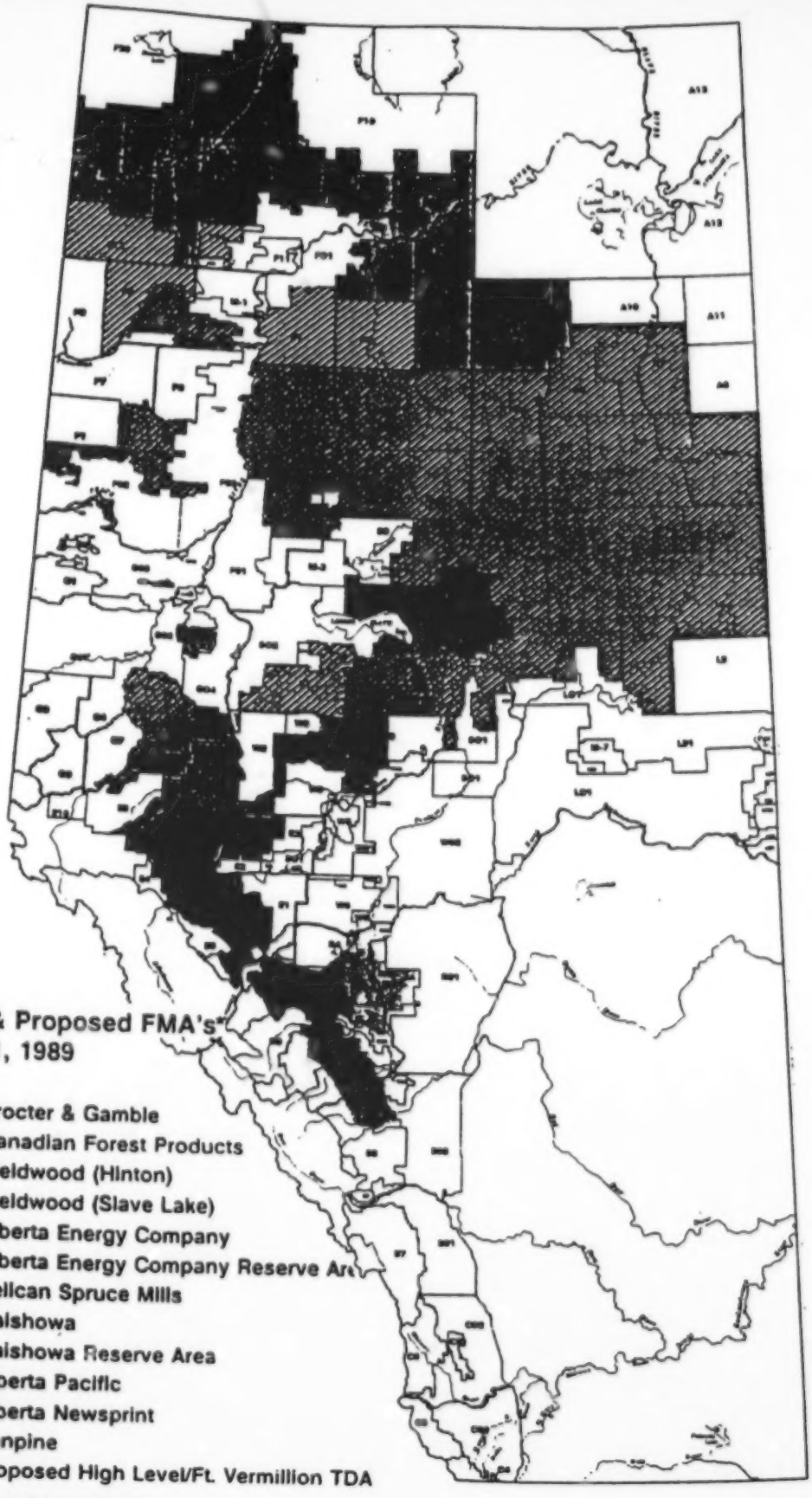
The government's 1985 Speech from the Throne identified the need to diversify our provincial economy in an effort to lessen our dependence on the non-renewable oil and gas sector. This need became even more evident when a dramatic drop in world oil prices put Alberta's once mighty economy into a tailspin in the early 1980's.

To address this need, the Forest Industry Development Division (FIDD) was established in 1986. Its objectives were:

- to provide financial assistance to promote the improvement of existing forest operations;
- the development of new projects;
- the commercialization and marketing of Alberta's forest technology and products.

Favorable market conditions conducive to capital investment and a large supply of unallocated timber, particularly aspen, have resulted in a dramatic increase in forest sector activity between 1985 and today. The following map provides a very dramatic example of this new interest in Alberta's forest resource by depicting both existing and proposed Forest Management Agreement areas. (Map 2)


Existing Forest Management
Agreements
January 1, 1985
St. Regis (Alberta) Ltd.
Alberta Energy Company
Weldwood of Canada Ltd.
Canadian Forest Products Ltd.
Procter & Gamble Co. of Canada Ltd.
Proposed FMA Boundaries Subject To Change*



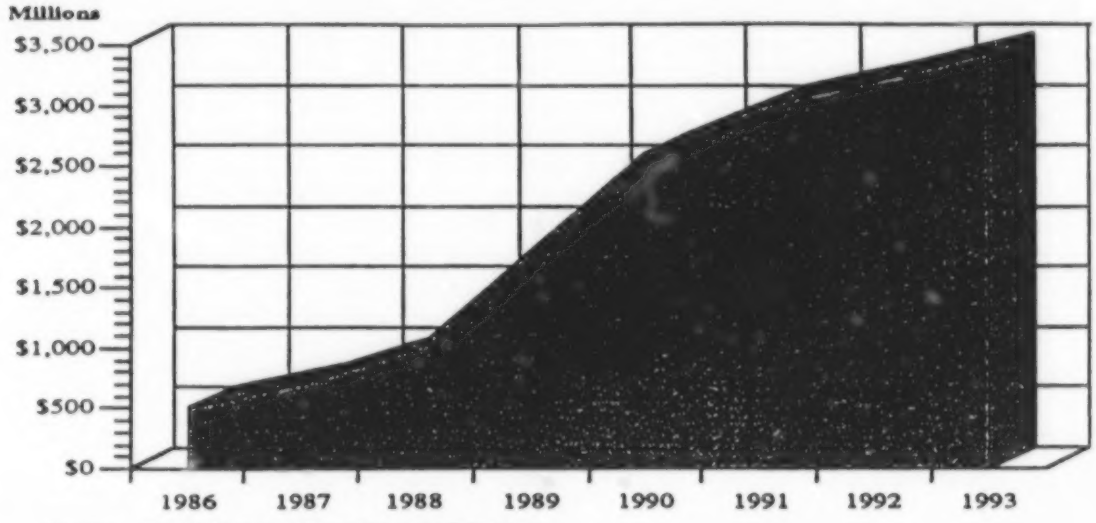
Existing & Proposed FMA's
January 1, 1989

- Procter & Gamble
- Canadian Forest Products
- Weldwood (Hinton)
- Weldwood (Slave Lake)
- Alberta Energy Company
- Alberta Energy Company Reserve Ar
- Pelican Spruce Mills
- Daishowa
- Daishowa Reserve Area
- Alberta Pacific
- Alberta Newsprint
- Sunpine
- Proposed High Level/Ft. Vermillion TDA

Proposed FMA Boundaries Subject to Change*

Government diversification efforts have indeed been successful and have resulted in an enormous amount of capital investment for the construction or expansion of pulp and paper and sawmill facilities in Alberta.

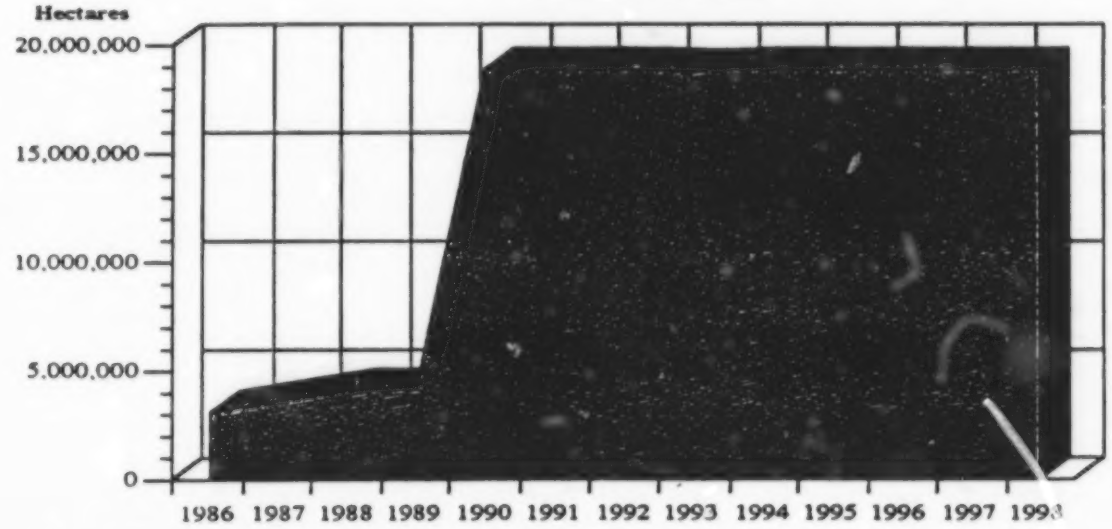
Cumulative Capital Expenditures in Alberta's Forest Sector



Source: Forest Industry Development Division

The total area of the province that has now been allocated to existing or proposed Forest Management Agreement holders has increased dramatically from 3,071,763 ha in 1986/87 to a projected 18,916,858 ha in 1997/98 when all proposed developments are up and running.

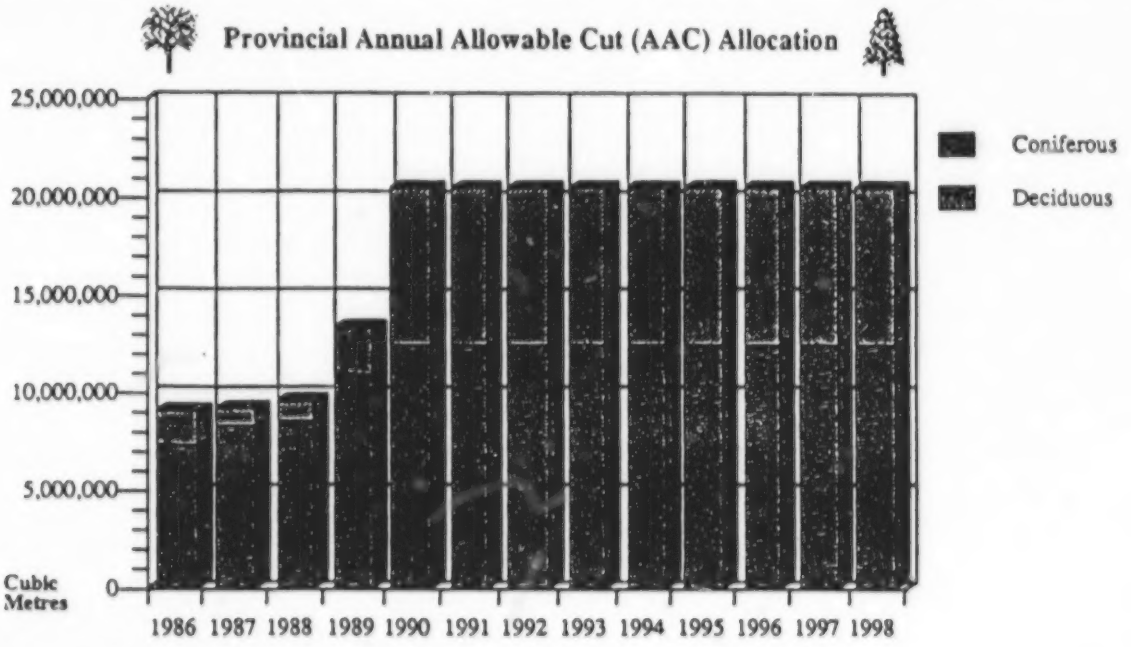
Forest Management Agreement Area Land Allocations



Source: Timber Management Statistics (Amendments 3, 6, 7, 8, Revision 1)

This represents a 616 % increase in the amount of provincial crown land allocated to FMA holders in Alberta.

At the same time, the allocated coniferous and deciduous Annual Allowable Cut (AAC) has risen from 9,128,750 m^3 in 1986/87 to a projected harvest of 20,506,784 m^3 in 1997/98. At present, over 90% of our coniferous and 75% of our deciduous growing stock has been allocated to industry.



Source: Timber Management Statistics (Amendments 3, 6, 7, 8, Revision 1)

Continued large scale forest development in the High Level/Ft. Vermilion and High Prairie Timber Development Areas, quota expansion and the further development of Alberta's private woodlots as viable sources of commercial wood supply are also very real possibilities and will have further implications on the forest and the tools required for effective resource management.

The Effects of Growth on the Alberta Forest Service

The term mandate is defined as *"an authoritative command; a formal order from a superior court or official to an inferior one"*, and implies "top down" direction from an individual or group with recognized legal authority.

The mandate that has been passed on to the Alberta Forest Service is:

> *"To manage Alberta's forest lands to ensure a perpetual supply of benefits and products while maintaining a high quality forest environment."*

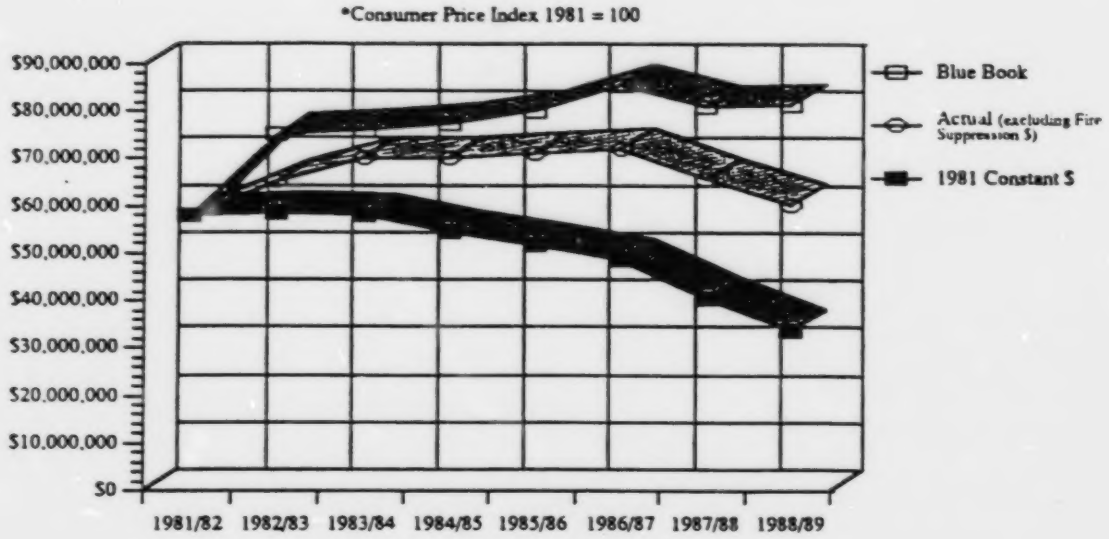
At no time in our divisions history has the importance of this mandate been more apparent. Public concern over the environmental effects of large scale timber harvesting operations and our ability to effectively reforest cutover areas are topics of discussion in not only communities directly affected by new development but in large urban centres in Alberta and all across Canada as is evidenced by the recent Globe and Mail Report on Business article entitled "The Great Forest Sell Off!!"

The remarkable levels of growth that have either taken place or are being planned for Alberta's forest sector are having a major impact on the Alberta Forest Service. Budgetary and manpower growth within the division has not kept up with the high cost of effective resource management and has severely limited our ability to effectively carry out this mandate.

This change has resulted in a move away from our legislated role as managers of the resource to simply trying to make do as caretakers. This shift has left us in a reactive position to most situations and prevents us from developing and implementing proactive management strategies.

Most government departments, including the Alberta Forest Service, have been faced with reduced Annual Operating budgets since the introduction of the governments fiscal restraint program in 1985/86. In terms of constant 1981 dollars, the Alberta Forest Service in 1988/89 had an annual operating budget of $24 million below that which it received in 1981.

Alberta Forest Service
Annual Operating Budget



***1986/87 - 1988/89 actual AFS dollars less Forest Industry Development Division, Canada/Alberta Forest Resource Development Agreement and Fire Suppression.**

SOURCE: *Canadian Economic Observer 88/89 Statistics Canada

This continual reduction in operational funding, when combined with the tremendously increasing workloads associated with forest sector expansion, can be seen in greater detail by examining the cumulative effects on the Alberta Forest Services manpower, support, and resource management functions.

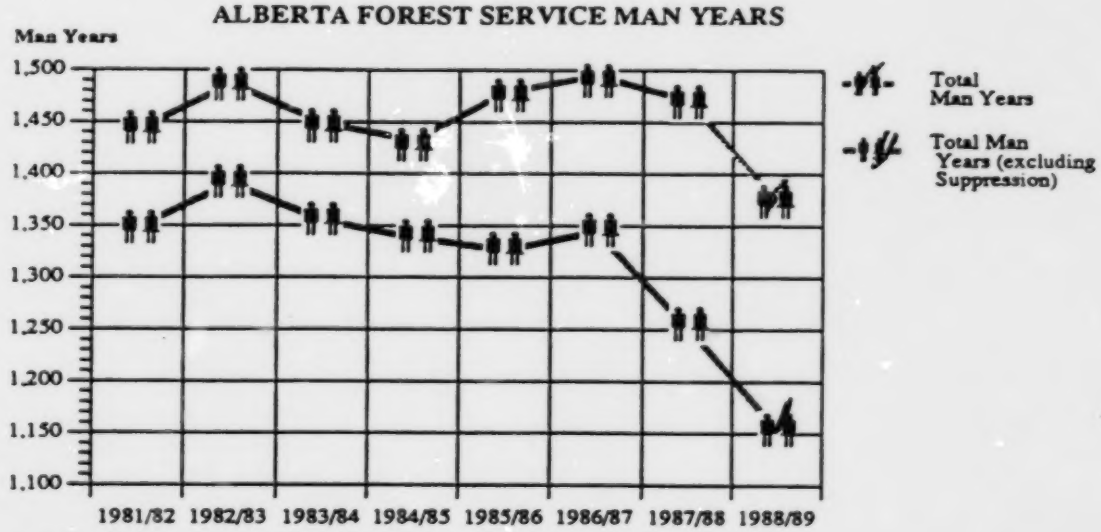
SECTION II:

Manpower Needs

Manpower is the single most vital component in any organization. Without sufficient staff, the ideals of proper forest management found in our mandate are meaningless. It is our foresters, forest officers and administrators who must properly interpret and apply the mandate of the Alberta Forest Service and provincial laws and regulations on a daily basis. Public perception as to AFS success in meeting these goals and standards is largely determined by our performance. The mandate, therefore, is a constant reflection of those people who enforce it.

In 1982/83, the Forest Service operated with 768 permanent positions. By 1988/89 this figure, as a result of successive budget cutbacks, had fallen to 682 permanent positions. Total man years in 1988/89 - 1,372, or a loss of 114 man years (86 permanent positions) since 1982/83. Between 1982/83 - 1988/89 the Forest Service faced a net loss of 7.7% of its total manpower.

ALBERTA FOREST SERVICE MAN YEARS



- Includes vacancy factor on permanent positions

***114 man years lost between 1982/83 and 1988/89.**

*If one excludes suppression man years over the same time period, this figure rises to 236 man years lost.

1981/82 to 1982/83

Increase due to Junior Forest Ranger Program.

1984/85 to 1985/86

Increases due to fire suppression wage man-year increases (56.6 my's) associated with the allowed increase to fire suppression approved by Treasury ($2,000,000).

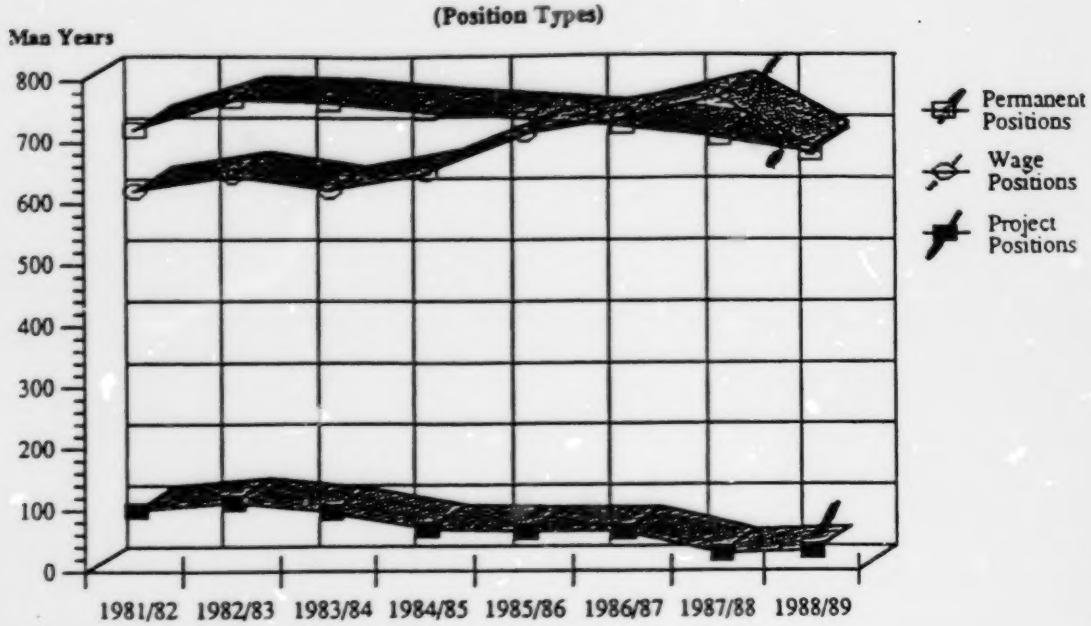
1985/86 to 1986/87

Net increase due to wage & project increases in the following areas:

- CAFRDA Agreement coming into place, i.e.: Project MY - 5.3; Wage MY - 8.4
- Highway 40 Recreation Area Development Special Warrant - 6.3 MY's (wages)

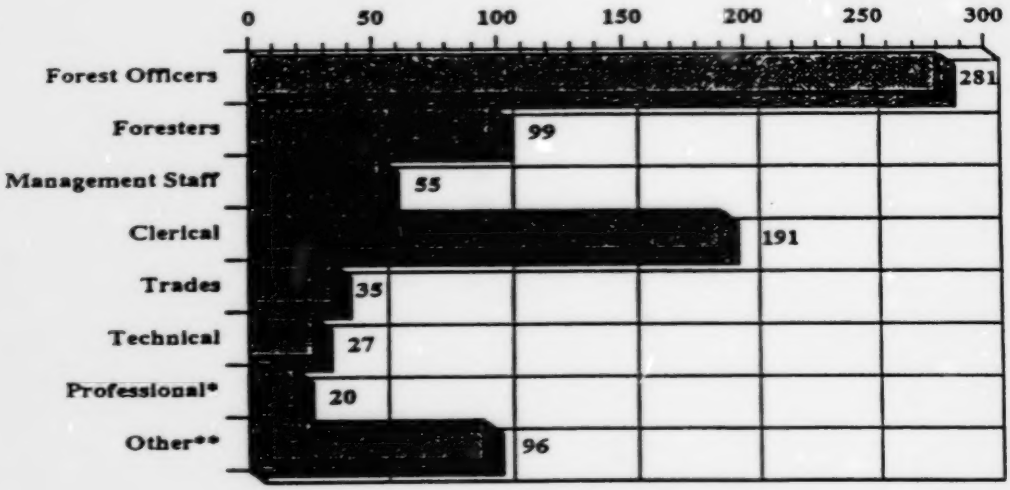
Alberta Forest Service - Man Year Breakdown

(Position Types)



Alberta Forest Service
Position Distribution

(permanent, project, wage)



* Geog., Biol., O.R.P., Agrol., Res. Off., VSO, Plan. Off., Dean, Instructor.

**MSW, Lookout, Warehouseman, Stockkeeper, E.O., F.A., Comm. Off., Gardeners, Foremen, FDO, Meteorologist, Elect. Tech., Programmer, Lag. Techl, Artist, Fire Weather Sup., Cook, Dup. Eq. Op., AVA Tech.

A simple examination of total man years does not provide a complete picture of the AFS personnel. Morale, while difficult to measure, has a huge impact on staff productivity and work quality. There is tremendous frustration within the Forest Service resulting from manpower cuts and from excessive workloads which must be quietly assumed. Morale is at a low ebb when it should be at its highest to demonstrate to the public our confidence in industry development and our ability to ensure environmental standards are maintained. The recent departure of 17 career AFS Foresters/Forest Officers is a direct result of the lack of government recognition and desire to address the problems produced by rapid industry expansion.

In the past, when there was a threat to the forest, government reacted by providing additional manpower, as was the case in 1961 when petroleum industry development began to present a major forest management concern in Alberta. Large scale oil and gas exploration projects in the forested area of the province resulted in an enormous amount of environmental damage and fire protection problems, which generated significant public concern. The Land Use Branch and its accompanying 5 positions, was created specifically to deal with this situation and its role has continued to expand as more and more demands were placed on our forest lands.

The forest industry developments announced over the past 12-18 months are being thoroughly examined by many individuals and groups representing economic and environmental outlooks. The impact these projects will have upon the Alberta Forest Service, its mandate and personnel has to date received little attention. It is obvious from a workload and morale perspective that the AFS has already felt the effect of these projects in three key areas:

1. Demand for greater public participation and information regarding all aspects of forest planning and management. This will include:

   - opportunities for the public to participate in planning for forest resources on FMA lands. This will require experienced staff for data gathering, report preparation and presentation.

   - improved availability of information concerning forest management in the FMA areas. Experienced staff will be required to prepare material and improve the overall public understanding of forest resource management.

   - increased cooperation and coordination between industry and the public on specific issues and proposals raised during FMA discussions.

   The public and industry are demanding that the AFS greatly increase the scope of its data gathering, accuracy and frequency. Our present manpower and workloads can not provide this new level of resource analysis being requested.

2. Increased workload channelled to each AFS branch and forest. This will include:

It is important to note that workloads listed below were in effect in 1981, when only 3 FMAs were in existence. There will be 12 FMAs in force during the 1990s, increasing staff workload by at least a factor of four.

- Evaluation of harvest plan for FMA holders.
  - including review of AAC levels, cut sequencing, road layout and design, etc.
    - ***Review period of up to 3 months per FMA***
    - ***8 days/year/FMA (aerial recon.)***

- Evaluation of harvest plan for Quota holders
  - as above
    - ***18 man days/quota***

- Detailed cruising and compilation.
  - including compilation of field data from a variety of sources, including PSPs.
    - ***Total of 13.5 man days/cruise report***

- Inventory updates
  - revisions to existing inventory data base and maps based on above information.
    - ***28 man days/management unit***

- Management Plan Review
  - review of forest management plan for specific management units including all aspects of forest management and environmental protection.
    - ***3.5 man months/plan***

Greater public input will expand the Management Plan Review Period considerably.

- Regeneration Surveys
  - detailed stocking surveys as required by law.
    - ***42 plots/day/2 man crew***

- Regeneration Quality Monitoring
  - detailed quality inspection of planted stock to ensure best chance of survival
    - ***3 man days/project***

- Reforestation Treatment Projects
  - including preliminary planning, post harvest survey and prescription, planting, seeding, stand improvement and cone collection.
    - ***Minimum of 25 man days/project based on scope and complexity***

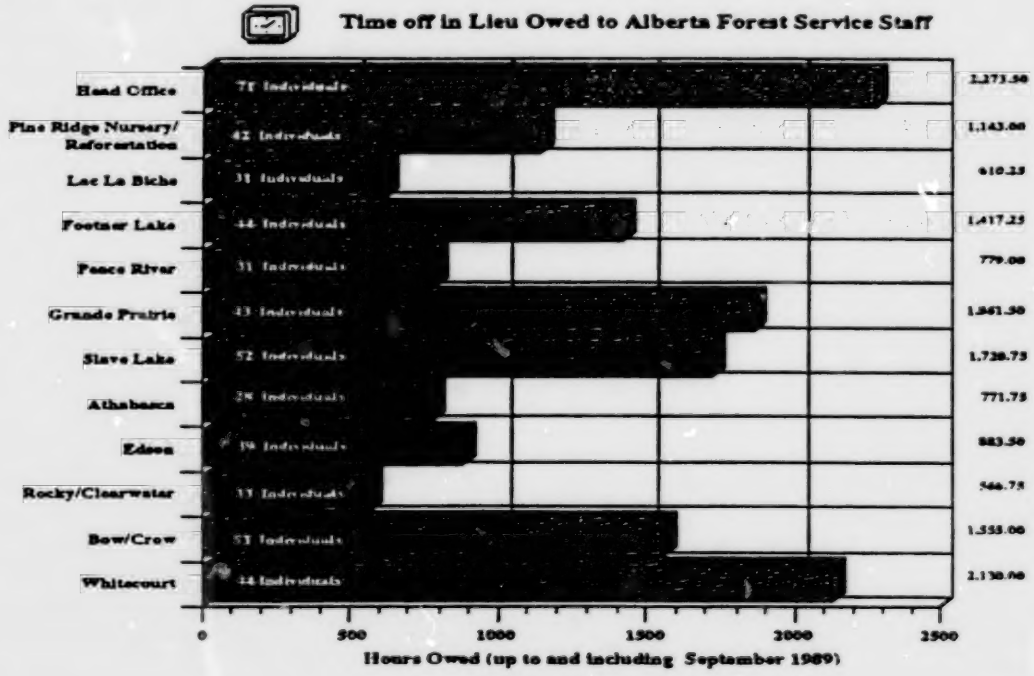
3. Greater complexity in the overall management of the forest resource. This will include:

   - Field inspections including increased workloads in complex mixedwood sites.
     - *8 hours/block (one inspection/week) at field level*

   - Increased scale of company operations.
     - including mill inspections/studies, and audits.
       - *1 man day/mill study/month*
       - *Average of 8 man days/mill study/year*
       - *Average .5 day/week for yard and office audit*

The Alberta Forest Service Organizational Review - Final Report, identified 144 separate tasks or responsibilities carried out under our mandate. Presented in 1984, this report submitted 85 recommendations designed to change the structure of the AFS to better meet the technological changes and industry growth witnessed between 1976-81, a period during which the report found that *"growth in workload had outpaced growth in staff"*.

Today we face a situation in which cutbacks and the lack of overtime dollars has produced high levels of Time Off in Lieu (TOIL) being owed to AFS staff. A backlog in TOIL only serves to compound the present problems of excessive workloads and loss of experienced personnel.



***Total Hours: 15,712.25**

*As approximately 90% of this time off in lieu will be taken during the same fiscal year as it is earned (as per the Master Agreement), the AFS will lose 2,167.2 man days (8.3 man years) of productivity during the last six months of 1989/90. This trend in increasing levels of TOIL is expected to continue.

Staffing Concerns

Competition for Foresters/Forest Officers

The serious challenge confronting the Forest Service in manpower is twofold in nature ...

1. **Increased difficulty in retaining existing staff burdened under workload from industry expansion and heightened public awareness. This is compounded by new industry aggressively recruiting experienced Forest Service staff.**

2. **Our ability to obtain, through budget, new forester and forest officer positions to undertake forest management responsibilities.**

Since 1987, there has been an exodus of 33 Foresters/Forest Officers from the AFS to private industry and other departments - 17 in 1989 alone. This represents a huge drain of 384 years of experience from the AFS at a time when it can least afford it.

The number of U. of A. B.Sc. degrees granted in Forestry in 1988/89 totalled 39 - the lowest since 1985/86. In 1988/89 only 139 students were enrolled as Forestry undergraduates - a 36% drop from 1984/85. Enrollments in the Agriculture/Forestry faculty have been declining each year since 1984/85. The U. of A. is an important manpower supply source for the AFS. The downward trend in enrollments does not bode well for a province promoting long term forest industry expansion. We recognize that this is an internal concern and will be working with U of A staff and through promotional opportunities with local schools to address this problem.

A further concern is through the attractive salaries and benefits that industry is offering and the demonstration that they will aggressively recruit AFS personnel, particularly in the 5 to 10+ years experience range. Their timing could not have been more harmful as the department has been slowly recovering from the early retirement program, when 17 Foresters/Forest Officers left in 1987 - a loss of **466 years of experience**. The steady loss of career Foresters/Forest Officers also has a damaging effect on morale. Remaining personnel often do not have the opportunity to adequately prepare for these additional responsibilities resulting in quality suffering and work not being done. This makes them vulnerable to industry raiding.

As an example, one of the 17 Foresters/Forest Officers to leave for private industry in 1989 was an employee with over 20 years service. He had an excellent performance record and potential for advancement. His decision to resign was not an easy one as he enjoyed working for the Forest Service and with his fellow employees. While acknowledging that industry salaries/benefits were attractive, he suggested that his departure was due to the following:

1. Continued understaffing and constant over-load pressures had led to below standard work being achieved. The situation contributed to a very stressful work environment and low morale.

2. Unrealistic cut backs at a time when the forest industry we must monitor is expanding rapidly.

3. Concerns that existing staff can not adequately monitor industry to ensure compliance with environmental standards and practices. With new FMA's and expanded quota operations, a significant increase in the number of Forest Officers would be absolutely essential to do a proper job.

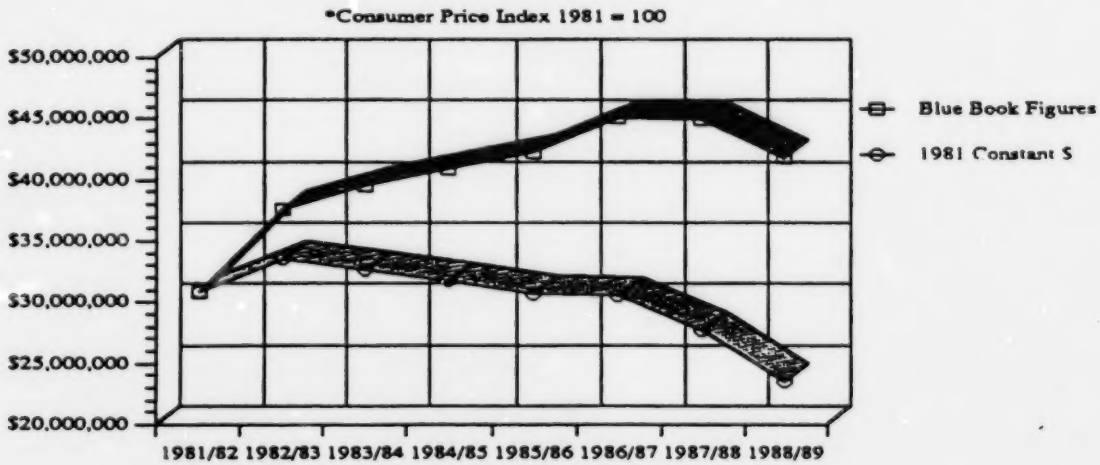
4. Spending priorities of government are being perceived as being directed to areas less deserving than forestry.

Between February and May, 1989, a series of 41 open houses and public meetings were held in areas affected by forest industry expansion. An evaluation of the concerns voiced by more than 1,900 open house/public meeting participants was undertaken by Concord Scientific. In their report, Concord makes the following observation concerning Forest Service Manpower ...

> *"Staffing requirements came up at meetings in all but one forest district. The public is concerned about the ability of the Forest Service and the Fish and Wildlife Division to handle the new developments. Forest Service staff increases were seen as necessary to ensure compliance with the ground rules and reforestation monitoring."*

The public is keenly aware and very concerned over the impact AFS understaffing will have upon environmental protection.

Alberta Forest Service
Manpower Dollars



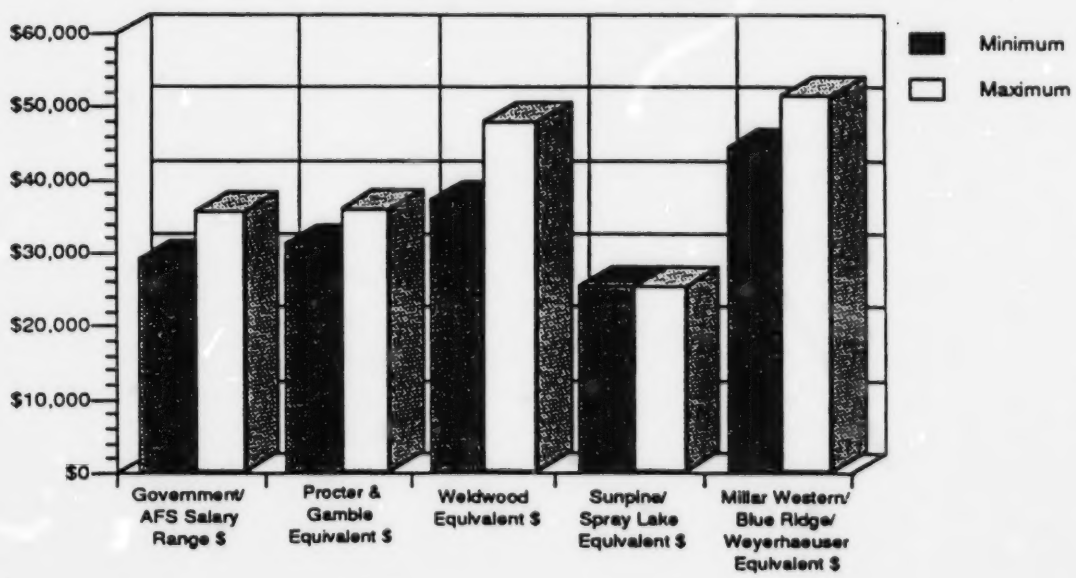
SOURCE: *Canadian Economic Observer 88/89 Statistics Canada

An infonnal study has shown that there is a wide salary/benefits variance between the Alberta Forest Service and industry. In Forester I-II positions, the AFS starting salary range is competitive. However, Forester IIs with 5-10+ years of experience receive salaries $4-23,000 a year higher. The situation with respect to Forest Officer's is similar to Foresters - variance $5-19,500 annually.

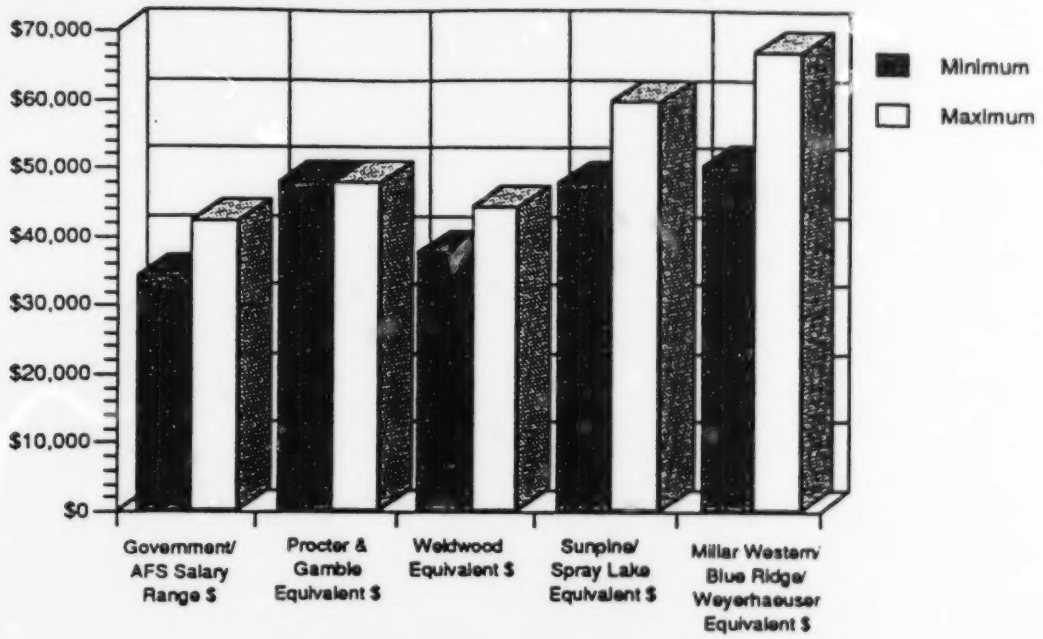
It is difficult to list, and therefore compare, benefits offered by industry as they vary greatly from company to company. Overall, though, relocation assistance, life/accident insurance, medical/ dental, low cost loans, sick leave and vehicle allowances offered by industry are more attractive than current AFS benefits. This also has the effect of widening the salary variance discovered to date with industry. Signs of a severe "Brain Drain" of career AFS personnel (7+ years) to industry have been evident in 1989. For an experienced Forester II, the loss of potential additional income (industry variance) may be as high as $100,000 over 5-6 years. Given the importance of retaining skilled, experienced personnel this wide salary gap must be addressed. While it is recognized that the Forest Service can not match industry salaries, a more competitive level of AFS salaries will help us retain most experienced staff.

Alberta Forest Service *vs.* Industry
Salaries and Benefits Packages

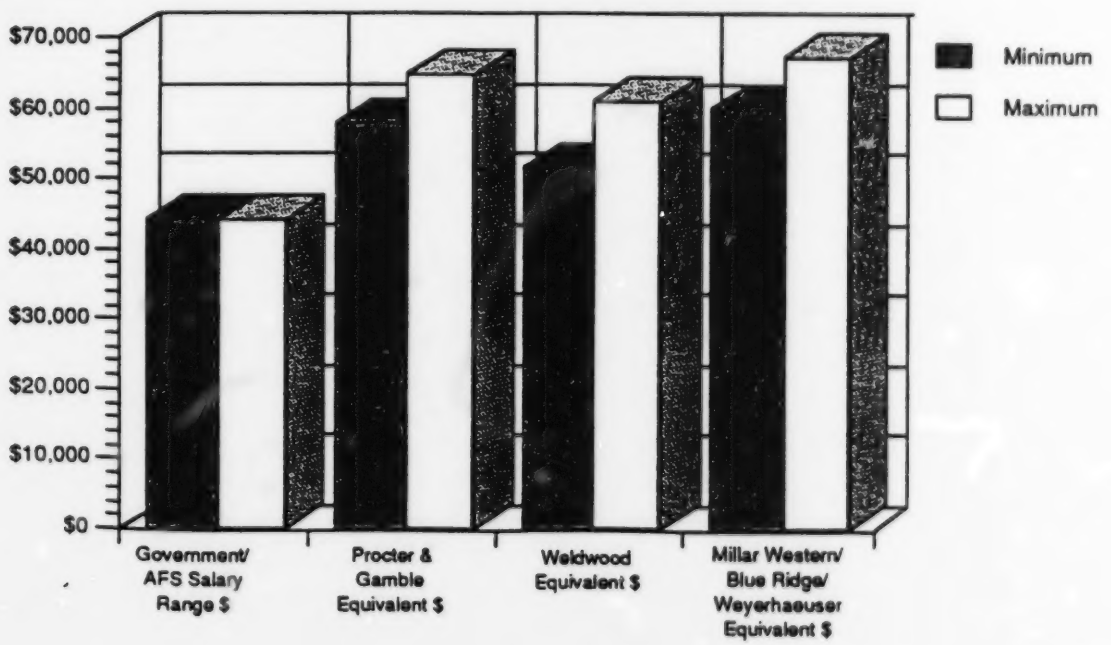
* ***Forester I-II - Entry Level*** *



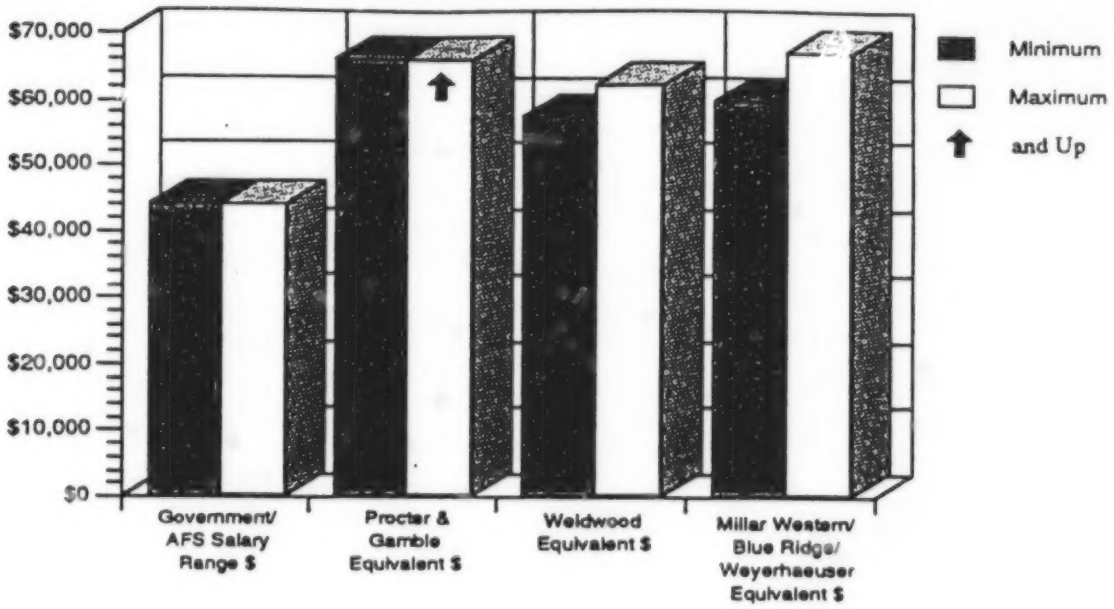
* *Forester II - 5 years experience* *



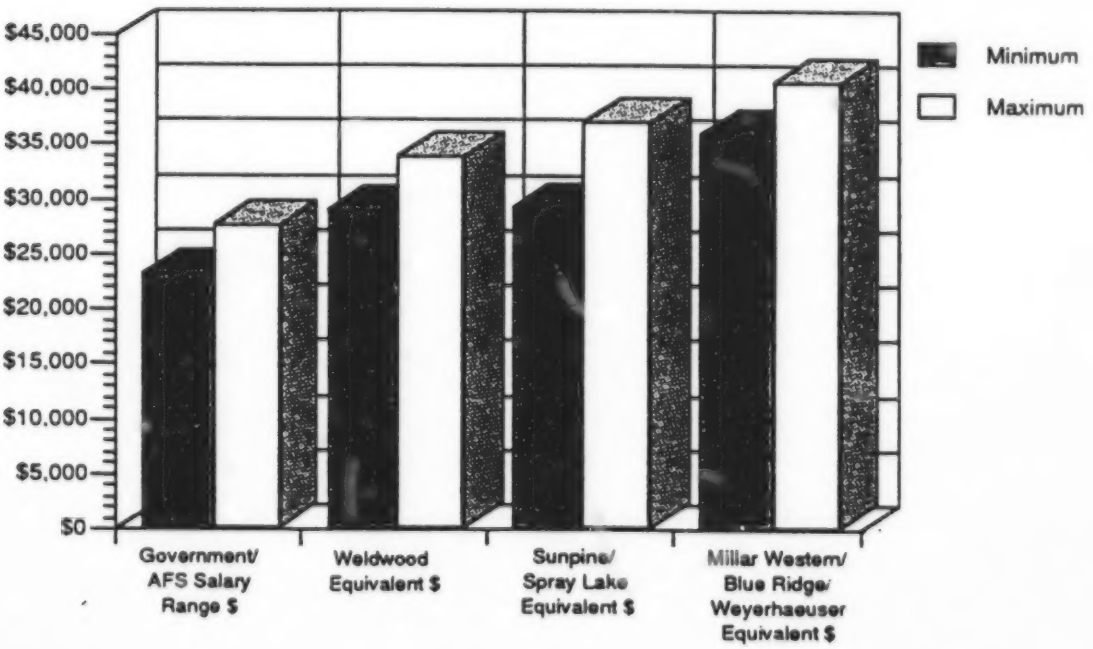
* *Forester II - 6 to 10 years experience* *



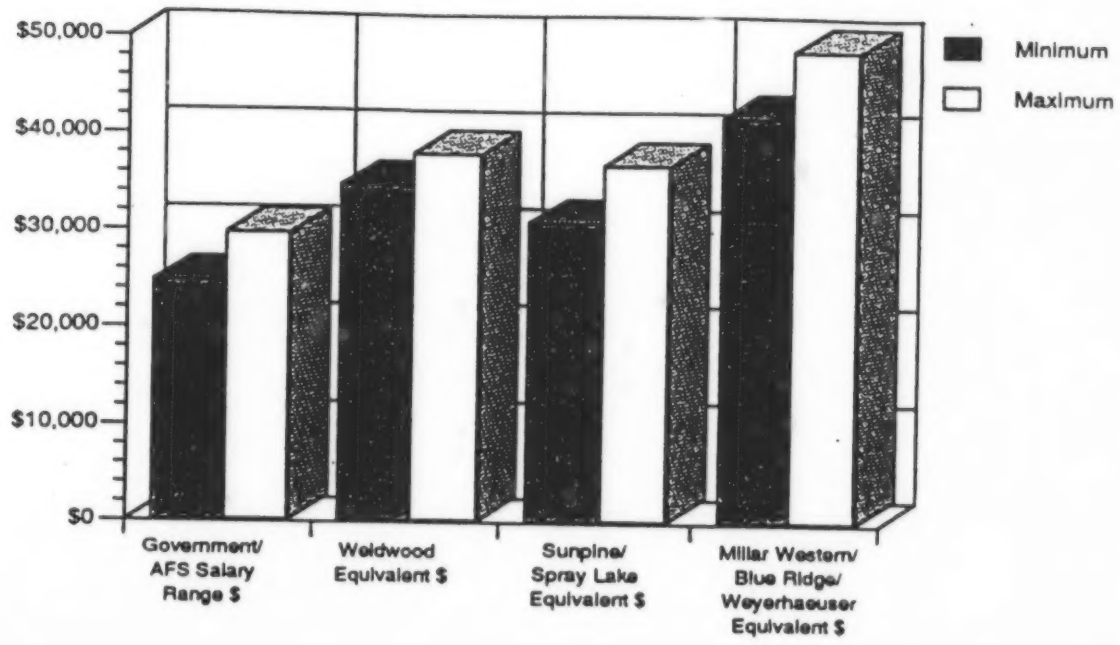
** Forester II - 10 years + experience **



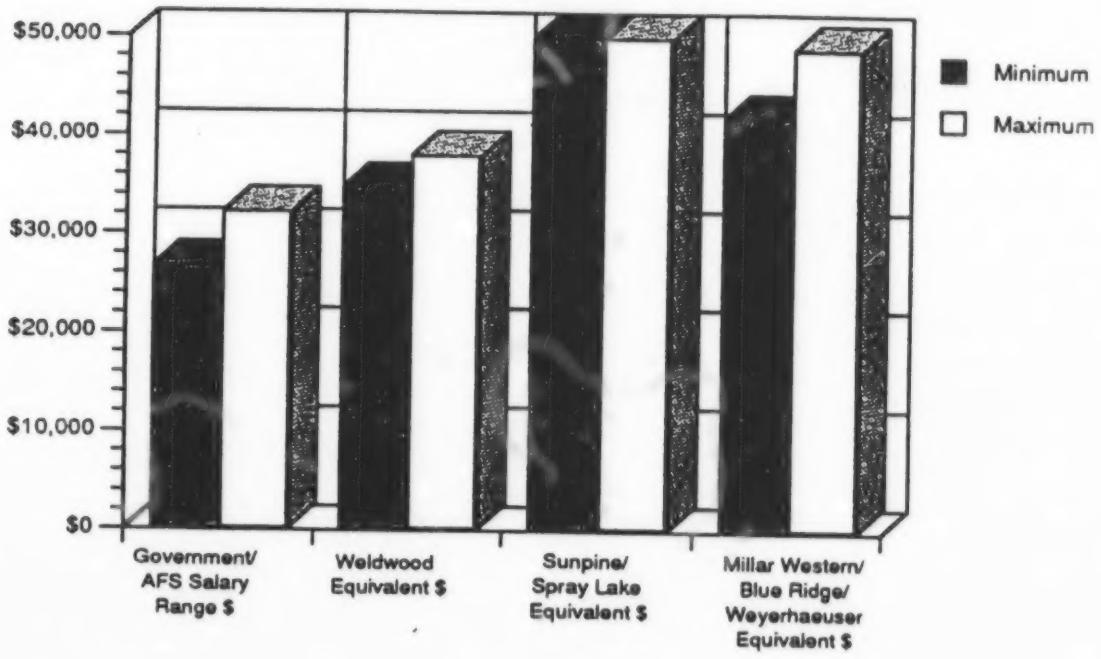
** Forest Officer I **



* *Forest Officer II* *



* *Forest Officer III* *



The loss of staff to other Alberta government departments (i.e., Environment) demonstrates to the AFS a damaging inconsistency in the pay levels being offered for the skills possessed by Foresters and Forest Officers. While the Forest Service can not compete with private industry, must it also face unfair competition from other government departments?

The Division will be addressing this concern with the Personnel Administration Office (PAO) as it is a negotiated item.

Consequences:

Manpower, particularly experienced trained manpower, is the most important component of the Alberta Forest Service. As such, the serious problems noted here can not be ignored. To ignore the huge demands being placed on the Forest Service by industry expansion and greater public participation invites increased criticism by the public. The resignation of 17 Foresters/Forest Officers in 1989 will likely more than double per year once the remaining forestry projects become operational. Resignations or transfers will also increase among clerical and management positions who must carry additional workloads. With no budget to pay out overtime, the number of hours taken off in lieu by staff will continue to rise sharply, compounding an already serious problem. This has the effect of reducing overall AFS productivity and morale.

The Alberta Forest Service will require an additional 136.5 man years by fiscal 1992/93.

Without sufficient staff, the AFS will be unable to monitor and enforce the environmental standards promised by the government of Alberta to its citizens.

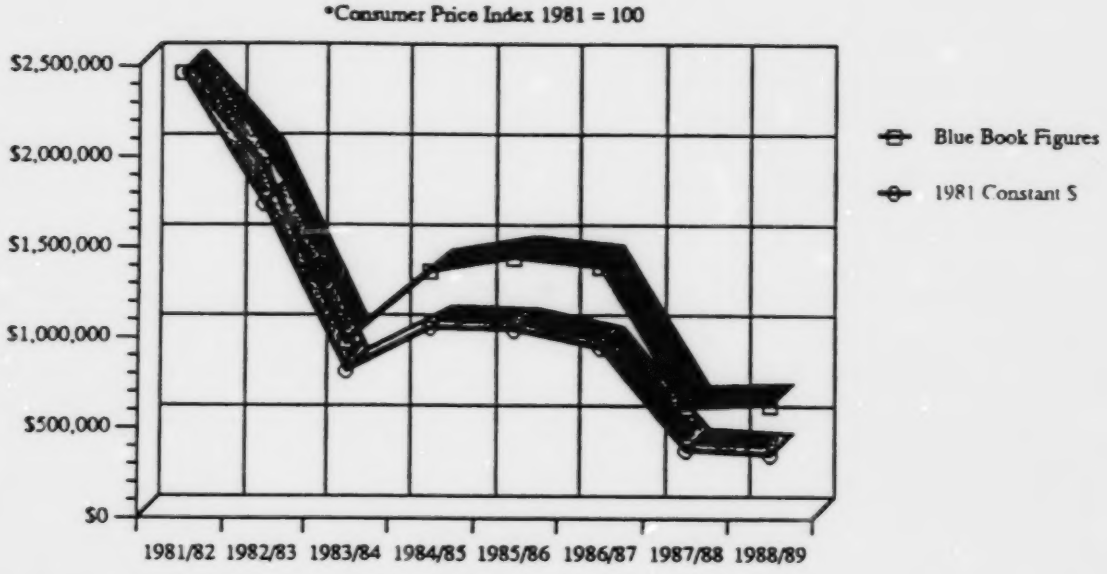
Should the government choose not to act, then the problem will become a major issue at the union bargaining table this spring. The union threat is not the main concern, staff morale and union-management confrontation is. Management have always enjoyed good staff support in the Forest Service, this will change if these manpower issues are not fully addressed.

SECTION III:

Support

Manpower, however valuable, can not perform up to the expectations of its mandate without proper tools. These "tools" are the necessary pieces of equipment and facilities required by Forest Service staff to do their jobs.

Alberta Forest Service
Fixed Assets Dollars



SOURCE: *Canadian Economic Observer 88/89 Statistics Canada

Life span of AFS facilities

In delivering a wide variety of services to the general public and industry, our facilities are experiencing heavy use. Of the 2,374 AFS buildings in use (permanent and temporary), most are at or just past the halfway point of their useful life. The average age of our District administrative facilities is 14 years, with some as old as 33 years (Rocky Ranger Station). Of the 330 temporary buildings presently in use with a life span of 20 to 25 years, the average age is 15 years.

Since 1981, huge cuts in the AFS Construction and Maintenance budget have prevented facilities from receiving regular scheduled maintenance, upgrading and/or replacement.

Budget - Construction and Maintenance

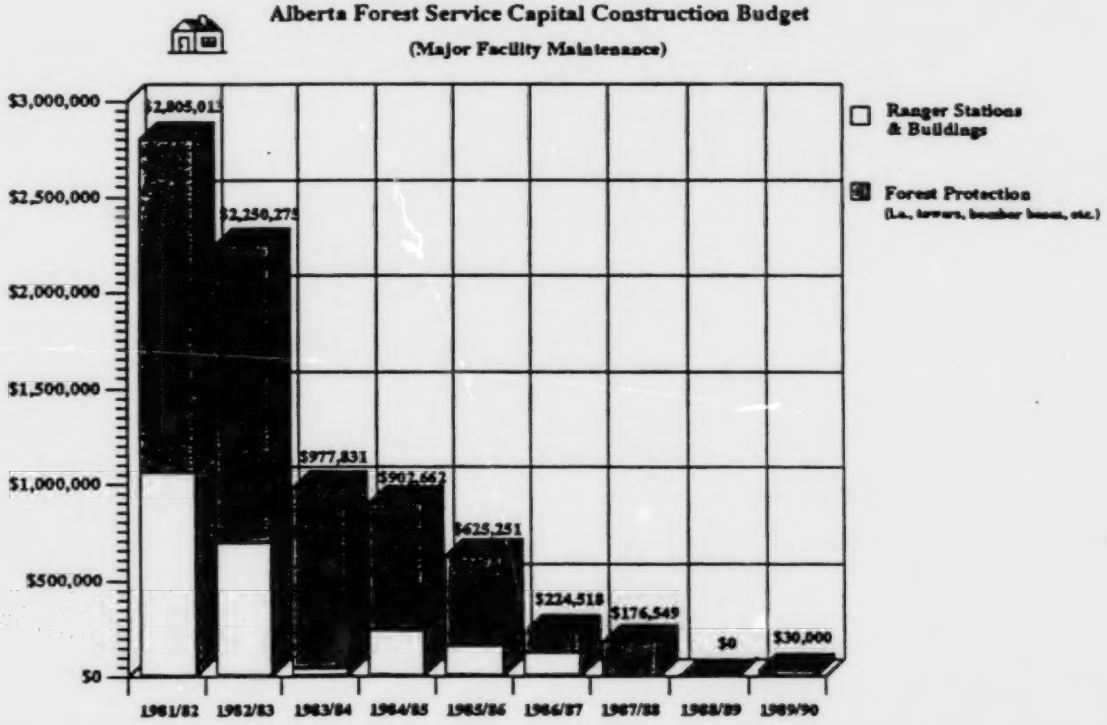
	1981/82	1989/90	% of Decline
Program Support Branch	$2,978,844	$1,832,327	38.5%
Forest Protection Branch	$1,832,800	$357,288	80.5%
TOTALS	$4,811,644	$2,189,595	54.6%

Failure to address the regular annual maintenance needs of facilities have produced the following results:

1. Maintenance problems are cyclical in nature. Delays result in more units requiring urgent attention at greater cost. The government is facing a very costly backlog which must be addressed as buildings fail to meet health and safety codes.

2. Inability to replace buildings that have reached economic and functional obsolescence, which is affecting efficient operation and service to the public.

3. The current budget prevents long range planning with regard to facility development and maintenance.



- 1981/82, 58.3% of AFS Construction and Maintenance budget ($2,805,013) was applied to capital construction - major facility maintenance.
- 1989/90 capital construction budget for 2,374 AFS buildings and all forest protection facilities was $30,000 (98.9% drop).
- 1981/82 - 1989/90 housing subsidies and utilities increased from 26.1% to 54% of the Construction and Maintenance budget.

Consequences

The rundown condition of many AFS facilities is detrimental to staff productivity, safety and morale. Public perception as to the overall AFS commitment to proper resource management is greatly influenced by the condition of our facilities. The maintenance backlog must eventually be addressed. The greater the delay becomes the higher the price we will be forced to pay. Overcrowding has led to the public expressing concern over the confidentiality of their own private business matters when discussed with AFS staff in office settings.

Vehicles and Equipment

The fleet of AFS vehicles and support equipment (i.e., snowmobiles, ATV's, etc.) have, since 1982/83 because of a lack of funds, fallen out of a regular maintenance and replacement cycle. Budget cutbacks have forced us to continually extend the useful life of our equipment at the expense of safety. The result has been increasing costs in repairs, spare parts and fuel. Currently, we operate 70 gravel trucks and water trucks, 56 of which are 13 to 14 years of age. The four transport tractors, which must haul everything from heavy equipment to refrigerated seedling vans, are between 8 to 14 years of age with 700,000 to 1,000,000 kilometres behind them. Small all-terrain vehicles (ATVs), including snowmobiles, see constant daily use yet they average between 6 to 12 years of age. Parts for many of these units which are over 8 years of age are difficult and expensive to locate. It has been necessary to cannibalize some units lately to make others operational. This practice not only delays the need for a new unit for a short time producing a major backlog to be addressed, but reduces your overall operating inventory available for work.

The largest section of the AFS fleet includes 700 light vehicles (under 1 ton). These vehicles are annually rented from Central Vehicle Services with the AFS taking responsibility for their maintenance. A majority of AFS vehicles operate in a less than perfect "off-road" forest environment. As a result, these vehicles are subject to high levels of wear and tear. As the CVS will not consider replacement of these vehicles prior to 140,000 kilometres, high maintenance costs are further eroding the AFS mechanical budget.

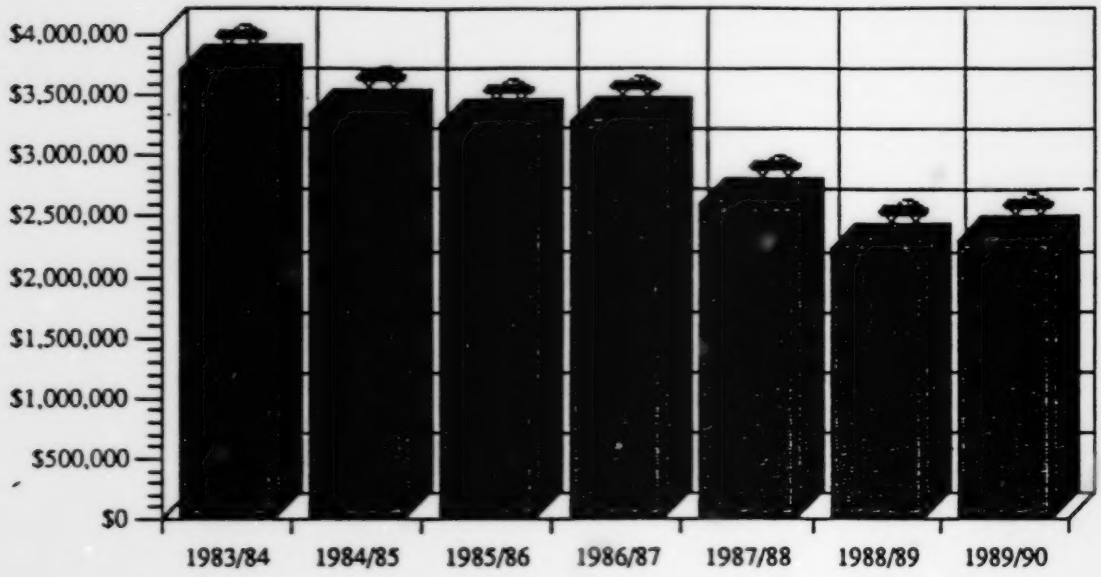
Consequences

When maintenance/replacement of vehicles and equipment ceases to be a scheduled or planned activity due to budget constraints, operating costs explode. In vehicles and equipment we are rapidly losing confidence in these tools to do the job safely. The safety and effectiveness of our personnel is compromised when the tools they require to monitor industry and contact the public are worn and old.

AFS

Mechanical Operating Budget

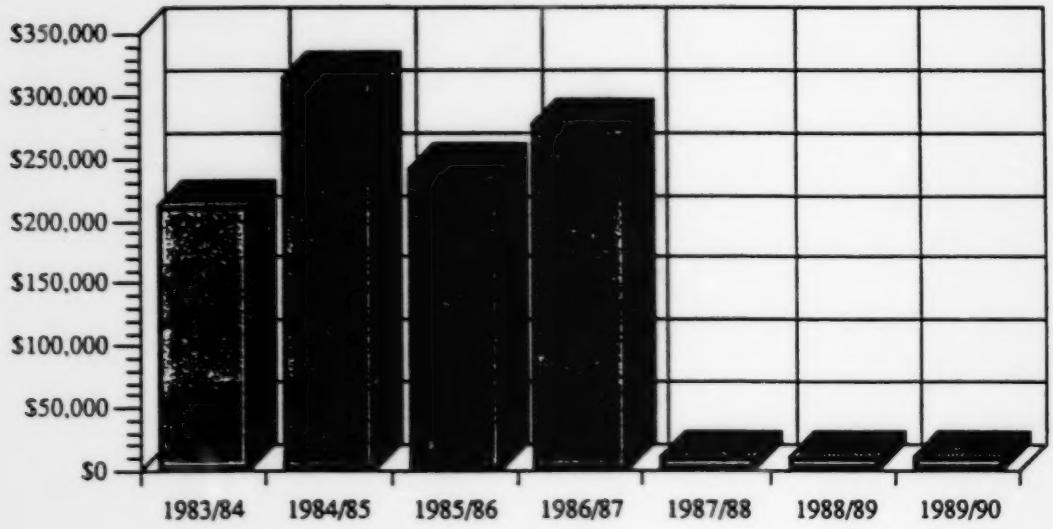
(excluding Manpower)



AFS

Mechanical Fixed Assets Budget

(ATV's, snowmobiles, etc.)



SECTION IV:
Resource Management

Forest industry development projects of the size and scope that are now being considered in Alberta are having significant impacts on a number of forest management programs. Enormous increases in workload will be directly attributed to effectively managing new Forest Management Agreement areas and dealing with public concerns in regards to forest management practices in those areas.

The following forest management and public information programs will be directly effected by new developments.

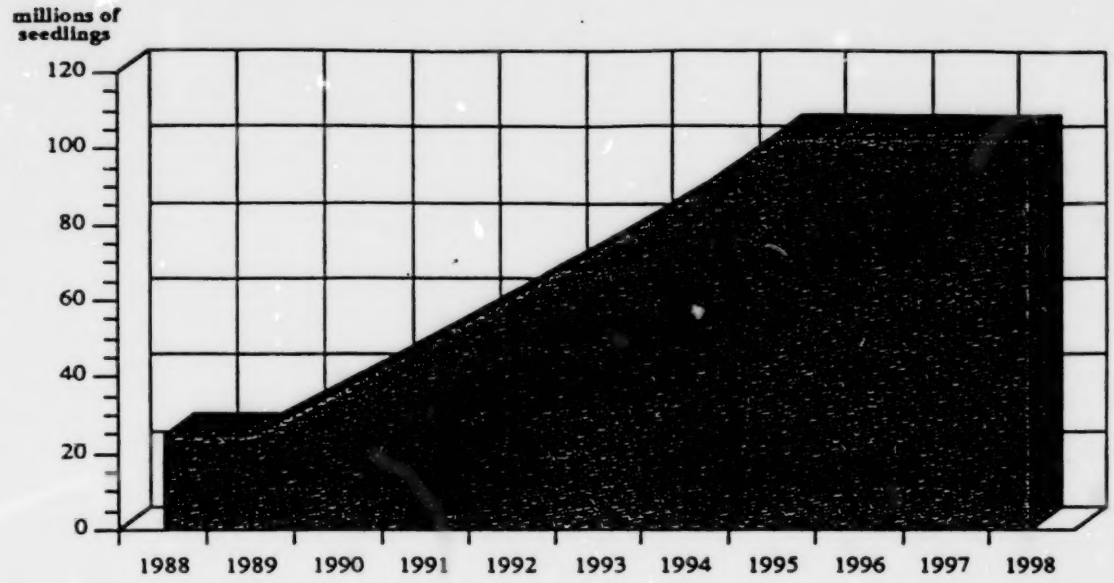
Reforestation

In order for the Alberta Forest Service to "ensure a perpetual supply of benefits and products" from provincial forests as our mandate directs, we must be able to deliver vigorous, second generation forests to our children and grandchildren.

Timber harvesting levels in Alberta have increased dramatically since 1985 and will continue to rise until 1998 when all of the proposed industry developments have commenced production.

Coniferous reforestation programs on harvested lands must parallel the sharp expansion of the forest industry with total impact on seedling supply expected by the mid-1990s. At that time, Alberta Forest Service projections indicate that approximately 103.5 million seedlings will be required on an annual basis. The demand for seedlings will probably stabilize at this level, depending upon additional harvest, because of long term commitments to FMA and quota holders.

Projected Seedling Demand



Alberta's Pine Ridge Forest Nursery currently supplies 13.5 million container and 11 million bareroot seedlings for provincial reforestation work on an annual basis. Significant expansion and upgrading programs at the existing Pine Ridge facility, the construction of a new regional container facility and a large private industry seedling production and acquisition program will be required if we are to meet basic reforestation requirements. Failure to meet these requirements will result in a substantial gap in the scheduling of second generation forest rotation ages and will result in a future shortage of available timber.

In those areas of the province that have already been reforested but are not replicating yields provided by the wild forest because of competition from grasses, brush and hardwoods, new regeneration standards are being adopted.

The Minister of Forestry, Lands and Wildlife has announced that these new "Free to Grow" standards will be implemented as of May 1, 1990. Part of this agreement with government and industry has resulted in the AFS now being responsible for ensuring that all blocks harvested prior to this date meet the new standards. A total of 106,578 ha of cutover area is expected to require same type of additional treatment at an estimated cost of $130 million. Funding for such a large scale program cannot be considered on an immediate basis in consideration of budgetary restraint but must be addressed if sustained yield objectives are to be realized. Potential sources of funding for this program could be secured from a second round Federal/Provincial Forest Resource Development Agreement and from dollars earmarked for nursery expansion and development if the Heritage Savings and Trust Fund

provides the necessary dollars for these projects. This backlog represents just over 20% of the total area that has been harvested in the province of Alberta and again represents a significant portion of the second generation forest that will ensure sustained yield forest management. The workload that will be generated in dealing with NSR, backlog, and annual harvesting operations will be staggering and will involve an enormous amount of planning and inspection to ensure the success of our future forests.

Forest Inventory

As stated in our mandate, the primary objective of the Alberta Forest Service is to ensure a perpetual supply of benefits and products while maintaining a high quality forest environment.

The only way that we, as forest managers, can ensure this perpetual supply of timber is to carefully monitor how fast the forest is growing, determine when the optimal time for harvest is, and keep accurate, up-to-date records of deletions from the total timber volume caused by harvesting, fire, insects and disease, or removals of productive forest land base.

This is done through comprehensive forest inventory programs (i.e., Phase III forest inventory) and with continual monitoring of the over 450 permanent sample plots located throughout the province. Information provided through these two programs provides the basis for complex computer growth and yield models that allow us to determine sustainable levels of timber harvest.

It is estimated that 3,000 additional Permanent Sample Plots will be required to provide us with needed information on the wide variety of age classes and species distributions that are present in Alberta, particularly in aspen and mixedwood stands that are now receiving much more attention from a commercial standpoint.

Without proper, ongoing forest inventory programs, forest resource managers are unable to give accurate timber volume figures to forest industry and private users of our forest resource. The need for this type of program was again proven to be invaluable during the petroleum exploration boom of the late 1950's and onward as large deletions of timber were made for seismic lines, etc.

The general public is becoming more and more concerned about the validity of Alberta Forest Service inventory information as we near 100% allocation of the resource. A lack of data in this area could potentially result in overcutting and an eventual disruption of the sustainable flow of timber from provincial forests. A situation of this nature would place us in violation of both the public trust and our legislated mandate.

The creation of new Permanent Sample Plots and the compilation and maintenance of the necessary inventory data will place an enormous strain on the divisions timber management branch. Existing staffing levels in this area cannot hope to deal with the increased levels of information required to support these new developments.

Forest Research

The importance of our forest sector to the social and economic well being of all Albertan's has made us recognize the need for sound forest management practices. Many of these practices have come about from intensive research into the effects of timber harvesting on soil, water quality and quantity, cut block design, regeneration techniques, wildlife habitat, etc.

Diversification in Alberta's forest sector is dependent upon industry having continued access to a renewable resource that has been properly maintained and managed by the province. As worldwide demand for forest products escalates, our ability to grow healthier, more productive forests will depend on the research and development efforts that we have made in our forests.

At the present time, the Alberta Forest Service is carrying out very limited research in the areas of site classification, reforestation, growth or yield, tree physiology, genetics, watershed management, land reclamation and range management.

The identified needs in research and development in the province, however, touch on almost every aspect of forest management - from seedling development to harvesting procedures.

Much of the information that we now utilize is obtained through joint efforts with outside agencies such as the Forest Engineering and Research Institute of Canada (FERIC) and Forestry Canada with funding derived from short-term federal-provincial forest resource development agreements.

If we are to properly address the hurdles that are presenting themselves along the road to more intensive forest management, particularly in the areas of growth and yield and mixedwood management, greater numbers of projects will have to be initiated in house with adequate long-term funding to achieve the necessary results.

Public Involvement

In response to public concern over a perceived lack of public input into timber harvest planning, particularly that associated with newly announced large scale forest development projects, the Hon. LeRoy Fjordbotten, Minister of Forestry, Lands and Wildlife, issued an official news release on December 21, 1988.

In this release, Mr. Fjordbotten stated that:

> *"It is in my firm opinion that we need to enhance the dialogue among government, forest companies, and the public so that Albertans' will better understand the planning process, and those responsible for developing and implementing the plans will become more fully aware."*

A policy and process document in regards to this type of public involvement for Forest Management Agreement area planning is very close to completion.

This document refers to the responsibilities of government in the process and suggests that we:

- review and approve public involvement plans prepared by the company;
- promote open and constructive dialogue among all participants;
- provide technical, policy and regulatory advice and standards to both industry and the public;
- ensure concerns expressed by the public are addressed by the company;
- resolve conflicts when industry and public concerns differ and cannot be dealt with in the normal forum; and
- address concerns that cannot be dealt with in the scope of FMA planning.

It is also suggested in this document that involvement between government, the FMA holder and the public should not end after the Forest Management Agreement Plan has been approved but should continue throughout the lifetime of the agreement (20 years with option for renewal).

Involvement of this type by Alberta Forest Service personnel in both Provincial Headquarters and various field locations will be substantial if we are to provide the level of service demanded by the public and openly supported by government.

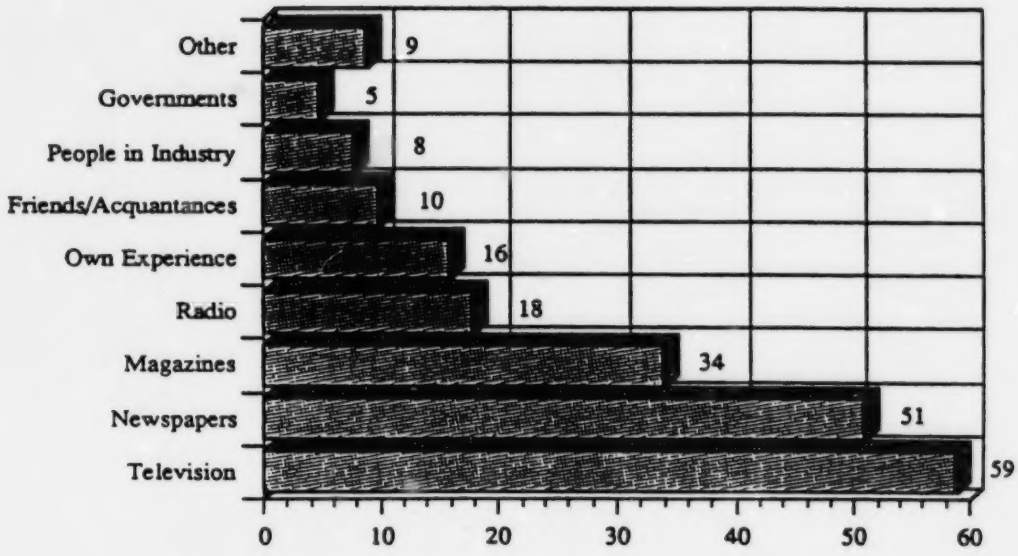
As managers of a "public" resource, it is essential for us to deal with their concerns and objections in regards to forest management planning. We can only expect the large and continuing public reaction to the current planning process to escalate if we do not follow through in a sufficient manner when this new policy is adopted. Current staffing levels do not allow for significant allocations of time, if any, to public groups expressing concerns over harvesting practices.

Public Relations

The importance of this component of the Alberta Forest Service cannot be emphasized enough in light of the current level of public concern over newly announced forestry development projects.

Public perceptions of our provinces forest industry and the Alberta Forest Service are greatly influenced by the information that is provided to them by media and special interest groups. A recent ENVIRONICS RESEARCH GROUP survey has also indicated that the public obtains the vast majority of their information on forestry issues from television, newspapers, magazines and radio as compared to government sources, in some cases by as much as a 12 to 1 margin.

Main Sources of Information on Forestry Issues



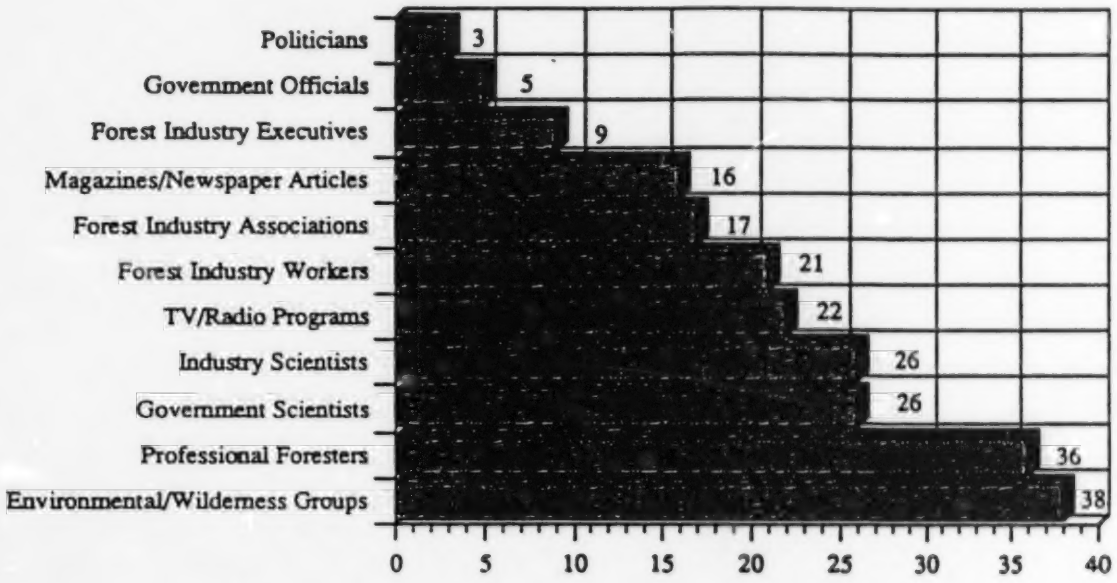
Source: ENVIRONICS RESEARCH GROUP LTD.
1989 National Survey of Canadian Public Opinion on Forestry Issues

Much of what is being provided by these groups is either misinformation or very one-sided and casts considerable doubt on the Alberta Forest Service, the Department and the provincial governments effectiveness as resource managers.

This widely used survey also indicates that professional foresters have lost their position as the most credible source of information on forestry related issues to environmental/wilderness groups. Government sources fall well down the list.

CREDIBILITY OF SOURCES

How Credible is each source in providing information on forestry issues?



Source: ENVIRONICS RESEARCH GROUP LTD.
1989 National Survey of Canadian Public Opinion on Forestry Issues

If we are to allay the fears of the general public in regards to how forest sector development is effecting the forest resource, particularly in the areas of reforestation, sustained yield management, and timber harvesting and its effects on wildlife habitat, etc., we must embark on long-term, proactive public relations and awareness programs.

New developments of the size and scope that are now taking place in Alberta carry with them the perceived threat of large scale environmental damage. Public opinion of the division and department will be irreversibly damaged if we do not address these concerns in the earliest stages and improve both the profile and credibility of government foresters, scientists, and officials.

Environmental Protection

> *"Forest industry development in Alberta is an economic initiative and it is also a conservation initiative. The two are not mutually exclusive. I do not believe in ever sacrificing environmental standards and quality for economic gain."*
>
> The Hon. LeRoy Fjordbotten,
> Vision '89 Magazine

The majority of the tasks that are either directly or indirectly assigned to Alberta Forest Service field staff are designed to ensure that industry adheres to the strict operating guidelines that are in place to protect the quality of our forest environment.

Increased levels of harvest will greatly increase the number of required inspections to ensure compliance with timber harvesting ground rules, reforestation standards, resource road planning and stream crossing guidelines, etc.

The need for these inspections and continual monitoring of industry activities is not only required by Alberta Forest Service standards, but was called for by those who attended open houses held in conjunction with project announcements. The Concord Scientific Corporation's Report on Public Information Meetings on Forest Development in Northern Alberta states:

> *"The public concern for environmental protection including concerns about better forest management practices and plant emissions, prevailed at all meetings. There were people at most meetings that supported forest development, but the majority of people who attended the sessions put the highest priority on environmental protection."*

The protection of our environment is an issue that is very close to the heart of all Albertans, something that is reflected by the Concord report and its recommendations. As mentioned earlier, the Alberta Forest Service's ability to carry out the necessary inspections to ensure environmental protection is a direct reflection on the entire government as the keeper of the public trust. At present, our division has both insufficient manpower and support to meet the required levels of inspections as called for in the timber management ground rules and AFS Organizational Review. Failure to provide the needed resources for this function will result in ongoing environmental damage and increasing levels of public concern.

Integrated Resource Planning

Integrated Resource Management has been established as one of the fundamental approaches to decision making for the public lands and resources of Alberta, including our provincial forests.

Some of the key features of this management philosophy include:

- providing a maximum range of benefits to Albertan's through wise management of public lands and resources.

- meaningful consultation with the public during decision making processes (including policy development, land allocation and operations).

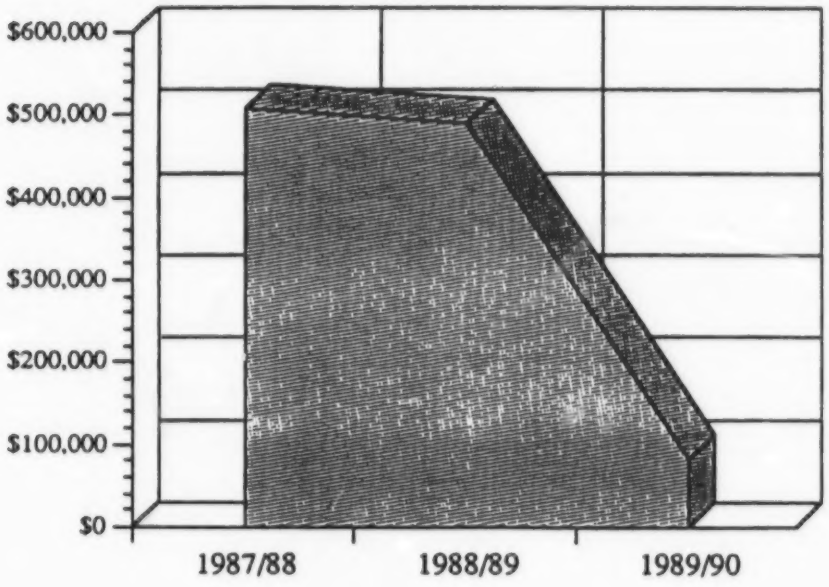
- consideration of present and future needs.

The Alberta Forest Service has been actively involved in the development of both the regional and sub-regional levels of these plans and has found them to be a vital source of public information in regards to land-use decision making for all types of resource development.

In areas where Integrated Resource Plans have not yet been initiated or are in progress, proposed Forest Management Agreement plans will have to be developed in the absence of direction by these plans. Revisions to FMA's negotiated before the implementation of an Integrated Resource Plan will be made at a later date to follow directions set out by the Plan.

The work required for one of these plans and its incorporation into FMA planning is very extensive, requiring a significant amount of manpower and travel to areas affected by each document. Staffing and budget levels in the Integrated Resource Planning section of Forest Land Use have been reduced significantly over the last two years and have severely limited the divisions ability to be actively involved in Integrated Resource Planning programs.

Integrated Resource Planning Section Budget
Forest Land Use Branch



Lack of AFS representation in areas where this planning process is actively taking place, especially those directly affected by new or existing Forest Management Agreement areas, will be perceived by the public as a lack of interest in any land use other than timber harvesting. Increased accessibility into regions that were once considered too remote will also result in greater levels of hunting, snowmobiling, fishing, etc., in the forest environment, areas where the impacts of timber harvesting will be most apparent. Effective planning must take place to allow these activities to co-exist peacefully.

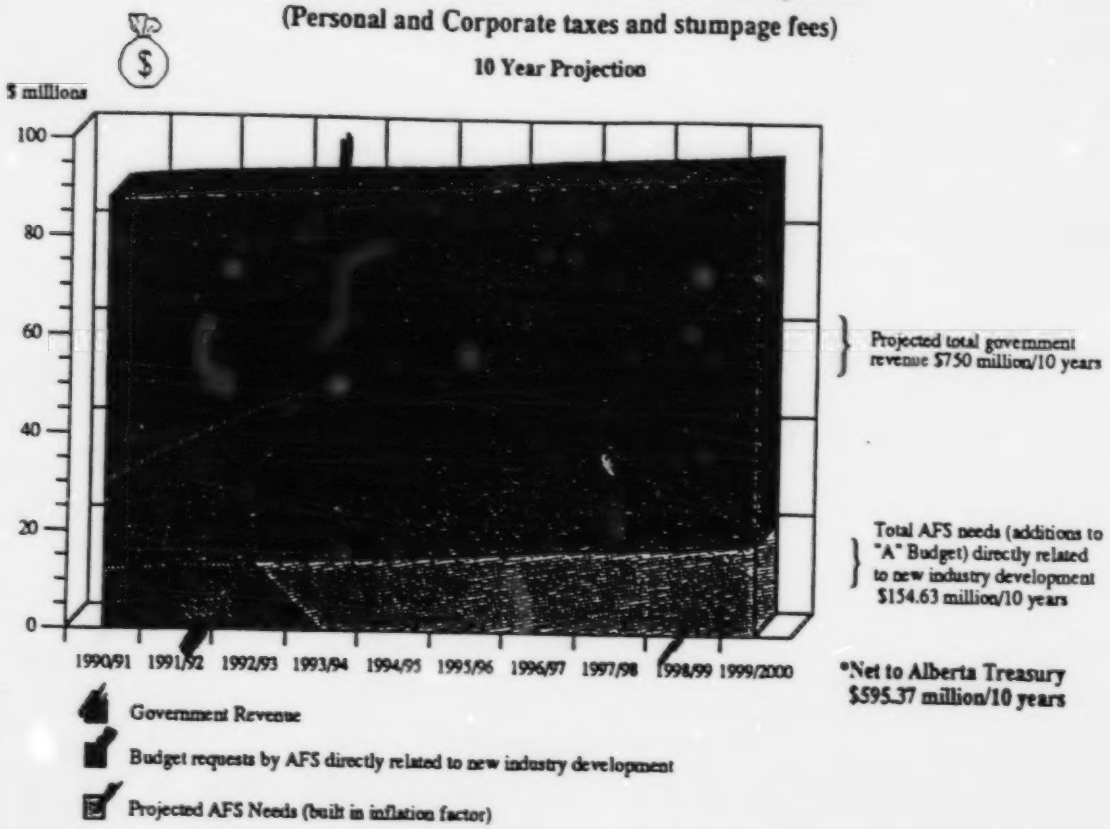
Government, through the AFS, must be committed to this planning process and actively seek public views and concerns in regards to forest management decisions. Failure to do so will, again, result in the type of criticism that was mentioned in the Concord Scientific Report:

> *"The feeling that 'everything has been decided' before the public has had an opportunity to examine proposals also contributed to the concern about the honesty of government and industry."*
>
> Concord Scientific Report
> October '89

Government Revenue - Forest Industry Developments

(Personal and Corporate taxes and stumpage fees)

10 Year Projectioo



***Net to Alberta Treasury $595.37 million/10 years**

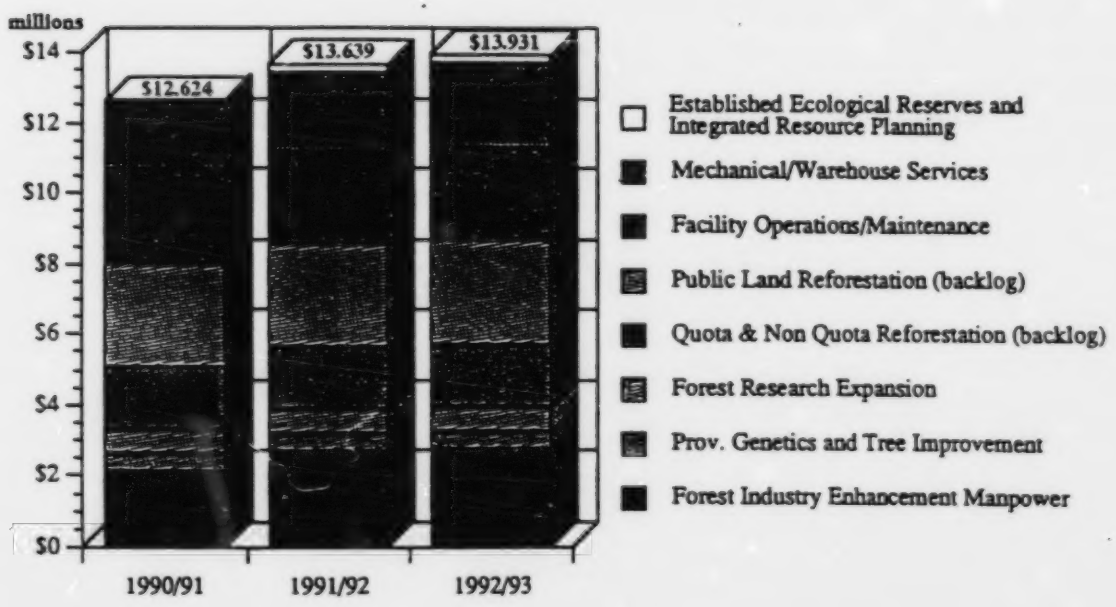
Section V:

Revenue

As a result of forest industry expansion, Alberta Treasury will receive over $1.5 billion through corporate and personal taxes and stumpage fees over the next 20 years or $75 million per annum. Significant additional government revenue will also be received by the expansion of businesses providing services and supplies to new and/or expanded mill sites.

Between 1990/91 and 1992/93, budget increases requested by the Alberta Forest Service as a result of industry expansion amount to $40.19 million or 17.9% of government revenue directly generated by new forest industry expansion over the same time period. The remaining 82.1% ($184.81 million over 3 years) stays with Treasury.

Alberta Forest Service
Enhanced Budget Increase Directly
Related to Industry Expansion



Section VI:

Recommendations

In the preceding pages we have examined the current state of the Alberta Forest Service and the impact of Forest Industry expansion on its ability to achieve its mandate. The budget increases identified below are those directly related to industry expansion and greater workload in forest resource management including the public involvement process. Issues relating to the Pine Ridge expansion/ upgrade have been dealt with under a separate RFD and are not included in budget figures in this report. In properly addressing the concerns identified in this paper, a total of $40.19 million will be required over the next 3 years in the following areas:

	Comparable Estimates 1989/90	1990/91	($000) 1991/92	1992/93
Manpower Requirements Resulting from New Forest Industry Developments (all sub-programmes - excluding Forest Protection and Forest Research)	Nil	2,079 (53)	2,637 (71)	2,729 (73)

Additional manpower and support resources are urgently required as a result of forest sector industrial expansion. Failure to provide the necessary resources will result in an inability to carry out our legislated mandate and increasing public outcry over governments failure to manage the resource in an environmentally sound manner.

Reforestation of Public Woodlot and Commercial Timber Permit Cutover Areas (Backlog)	1,100 (13.7)	2,992 (15.0)	2,992 (15.0)	2,992 (15.0)

Reforestation of public woodlot and commercial timber permit cutover areas is the responsibility of the Crown. It is evident that current funding levels are not sufficient to permit effective management and reforestation of all harvested areas. Additional funding is necessary to keep reforestation current with harvest levels and to prevent any further backlog.

	Comparable Estimates 1989/90	1990/91	($000) 1991/92	1992/93
Reforestation on Outstanding Quota and Non-Quota Areas	Nil	1,729 (8.0)	1,729 (8.0)	1,729 (8.0)
To carry out a reforestation program on harvested and salvaged areas. Currently, 12,789 ha of forested land are not being treated due to lack of funding. Reforestation levy on many of these areas has already been paid by Quota holders; to leave these areas untreated will expose the government to further criticism for not meeting their own reforestation commitments.				
Provincial Genetics and Tree Improvement Program Expansion (Backlog)	227 (6.3)	495 (9.6)	495 (9.6)	495 (9.6)
To enhance yield, wood quality and pest resistance of the future forest, including a new aspen/poplar improvement project to address the new utilization of hardwood species. Funding for the majority of genetics/tree improvement projects previously was available from the now defunct Maintaining Our Forests project and subsequently from the CAFRDA Tree Improvement project which lapses in 1989/90. These funding sources are no longer available, resulting in a serious shortfall which prevents the AFS from meeting obligations to Industry and impeded proper planning and continuity of the program. Investment in programs of this nature provide a long term return on investment by creating more productive, second generation forests.				
Forest Research Branch Expansion	831 (11.6)	710 (5)	710 (5)	710 (5)
Funds are required to facilitate the expansion of research and development programs. This expansion is needed to refine forest management practices and to answer public concerns as forest industry expands in Alberta. Increased research funding will ultimately help to develop the most environmentally sound and economic ways to manage our forests. Work in these areas will also help to bolster public confidence in our forest management practices.				
Facility Maintenance & Construction	2,138 (19.8)	2,619 Nil	2,589 Nil	2,589 Nil
Budget cutbacks since 1981 have resulted in our inability to maintain facilities to acceptable standards.				
Additional funds are required to implement a 5 year plan to replace buildings which have reached economic and functional obsolescence and to ensure sufficient funds for maintenance are available to meet acceptable standards, avoid overcrowding and maintain a good public image. By responding to this situation in an immediate fashion, costs for maintenance will be minimized by repairing deficiency's before they become serious and expensive problems.				

	Comparable Estimates 1989/90	1990/91	($000) 1991/92	1992/93
Mechanical/Warehouse Services	3,616	2,000	2,200	2,400
	(31.9)	(18.9)	(23.9)	(23.9)
Budget cutbacks have resulted in our inability to maintain vehicles and mobile equipment to acceptable operational and safety standards. Additional funds are required to replace all-terrain vehicles, heavy duty equipment and mobile equipment which are either inoperable or not economic to repair. Also required are funds for additional support staff and to ensure sufficient maintenance and operating funds are available to run the fleet. These tools are essential for access to field operations.				
Integrated Resource Planning and Management of Established Ecological Reserves	Nil	Nil	287	287
			(2.0)	(2.0)
Integrated resource planning provides one of the methods for public involvement and allows for the co-existance of various land uses in the forest environment. Continuation of this program will meet public demands for forest resource management planning and government commitments for greater public involvement.				
The Department has committed itself to Recreation and Parks to provide joint funding for signs and brochures for established Ecological Reserves in the Green Area. Management plans are also required for each area and those that have received Order-in-Council designation. Funding is also necessary to allow for operational level integration of these areas as it relates to forest management in the province.				
TOTALS		12,624	13,639	13,931
(man years)		(109.5)	(134.5)	(136.5)
Perm. }		(80.0)	(80.0)	(82.0)
Wage }		(29.5)	(54.5)	(54.5)

Total $40.19 million/3 years

Conclusion

The effects that Alberta's large scale forest sector expansion will have on the province of Alberta are two fold. From an economic perspective, industry growth will create much needed jobs and revenue and help to "recession proof" a provincial economy that has, in the past, been susceptible to global economic changes in the price of oil.

The potential environmental effects of these developments are, however, now taking centre stage and have created a significant amount of public concern with respect to provincial forest management practices.

The Alberta Forest Service, as the organization responsible for ensuring that the forest resource is properly managed, has not been taken into consideration in the planning and development of these projects. The organization has been hit extremely hard by successive budget and manpower reductions over the past few years and, as a result, has found it extremely difficult to keep up with essential forest management and renewal programs. Many of the most vital programs have continued to exist at the expense of others as we have shown in this report.

The tremendous levels of forest sector growth that are now taking place in the province will only compound an already chronic condition and leave the Alberta Forest Service in a position that makes it impossible for us to carry out our legislated mandate.

Continued operation under our present level of funding will result in the degradation of a public resource and continuing outcry over the provincial government's ability to manage its forests.

It is imperative that the Alberta Forest Service receive every consideration in regards to obtaining the requested budget dollars for effective resource management.

LOSS OF PERSONNEL TO PRIVATE INDUSTRY OR TRANSFER TO ANOTHER DEPARTMENT

(i.e. Transportation, Parks, etc.)

- Foresters and Forest Officers -

1989 Resignations: January 1 to October 31

Name	Position	Location	To	Years of AFS Service
A. McFadyen	F.O. IV	Forest Land Use	Nova Corp.	11
M. Coolen	F.O. I-II	Red Earth	Millar Western	7
D. McCoy	F.O. II	Ft. McMurray	Private Industry	10
D. West	F.O. III	Slave Lake	Daishowa	6
D. Walton	F.O. II	Rocky/Clearwater	Private Consultant	13
J. McCammon	For. II	Edson	Alberta Newsprint	10
C. Deardon	F.O. II	Edson	Nova Corp.	20
C. Campbell	F.O. I-II	Red Earth	Weyerhaeuser	7
D. Sarafinchan	F.O. V	Timber Management	Private Venture (disillusioned)	23
G. Roppelt	For. II	Timber Management	Private Industry	11
D. Deacon	F.O. II	Whitecourt	Blue Ridge	5
G. Wonders	For. II	CAFRDA	B.C. Forest Service	11
G. Dolynchuk	For. II	Forest Land Use	B.C. Forest Service	16
L. Kaytor	For. II	Footner Lake	Daishowa	13
B. Hilbert	F.O. V	Rocky/Clearwater	Private Industry (disillusioned)	26
D. Scatcherd	For I-II		Millar Western	3
C. Doering	Tech. TM	Whitecourt	Millar Western	3

1989 TOTAL YEARS OF EXPERIENCE LOST to Private Industry and other Departments **195**

Continued...

LOSS OF PERSONNEL TO PRIVATE INDUSTRY OR TRANSFER TO ANOTHER DEPARTMENT

(i.e. Transportation, Parks, etc.)

- Foresters and Forest Officers -

1988 Resignations

Name	Position	Location	To	Years of AFS Service
G. Bekker	For. II	Calling Lake	Westar Timber, B.C.	5
G. MacPherson	F.O. III	La Corey	Environment	14
A.G. Taylor	F.O. IV	Edson	Private Industry	16
G. Lehn	For. II	Timber Management	Spray Lakes	9
B. Wesolowsky	F.O. I-II	Whitecourt	Blue Ridge	7
S. Luchkow	For. II	Forest Land Use	Daishowa	13
G. Costie	F.O. II	Grande Cache	Ont. Ministry of Natural Resources	7
D. Welsh	F.O. IV	Whitecourt	Environment	21
R. Smith	F.O. IV	Whitecourt	Blue Ridge Lumber	15
P. Broersen	F.O. II	Peace River	Private Industry	13
M. Heinrich	F.O. II	Edson	Municipal Affairs	14
R. Williams	F.O. II	Turner Valley	Dept of Forestry, N.B.	15
C. Schimanke	F.O. I-II	Slave Lake	Millar Western	7

1988 TOTAL YEARS OF EXPERIENCE LOST to Private Industry and other Departments **156**

1987 Resignations

Name	Position	Location	To	Years of AFS Service
B. Tanner	F.O. I	Slave Lake	Private Industry	5
J. Brooks	F.O. II	Whitecourt	Private Industry	5
G. Branton	For. II	Whitecourt	Blue Ridge Lumber	8
D. Blackmore	For. II	Refor. & Reclam.	Private Industry	8
E. Jones	F.O. II	Red Earth	Private Industry	7

1987 TOTAL YEARS OF EXPERIENCE LOST to Private Industry and other Departments **33**

AFS - IMPACT OF RETIREMENTS

- Foresters and Forest Officers -

1987 Retirements

Name	Position	Location	Years of Experience
L. Allen	F.O. IV	Slave Lake	27
R. D. Harvie	F.O. III	Slave Lake	28
G. Giese	F.O. V	Whitecourt	28
J. Young	F.O. III	Rocky/Clearwater	28
C. Bello	F.O. II	Footner Lake	27
R. Hill	F.O. III	Bow/Crow	25
H. Ganske	F.O. III	Bow/Crow	32
D. Schenk	F.O. III	Edson	27
K. Wheat	F.O. V	Edson	31
K. Janigo	F.O. IV	Rocky/Clearwater	28
T. Loblaw	F.O. V	Rocky/Clearwater	32
B. Wuth	For. II	Rocky/Clearwater	32
P. Spencer	F.O. III	Forest Protection	25
B. Brouwer	For. II	Forest Protection	16
R. Radowitz	F.O. III	Edson	33
N. Barnes	F.O. III	Forest Land Use	15
L. Huberdeau	Forest Superintendent	Lac La Biche	27

1987 YEARS OF EXPERIENCE LOST Through Retirement **466**

ORGANIZATIONAL REVIEW

AFS Tasks Under the Mandate
(by Branch)

Program Support

Budget control - Head Office
Budget control - Field
Purchase of fixed assets
Purchase of items under $250
Estimates - Head Office
- Field

Administration - permanent
- wage
- project

Safety
Insurance
Warehousing
Buildings - design
- maintenance
- construction

Mechanical - maintenance
- operations

Equipment development
Small engine repairs
Public relations - material development
- media contacts
- Forestry week
- publications/ promotions
- CAFRDA public relations

Junior Forest Wardens - local
- provincial/ national

Junior Forest Rangers - provincial
Coordination of CAFRDA activities with Forestry Canada

Timber Management

Planning local inventories
Local inventories - hardwood assessment
Planning detailed cruises
Detailed cruising
Maintaining provincial inventory
Permanent sample plots
Management unit plans
Timber allocation (FMA)
Selling timber quotas
Selling CTP's
Selling LTP's
FMA planning and inventory
Issuing of licenses
Revenue collection - quota timber licenses
- LTP's

Cancellations
Audit
Annual operating plan approval
Ground establishment and negotiations
Woods inspections
Mill utilization
Penalty assessment
Scaling
Review of reforestation plans
Reforestation quality check
Forest statistics

Continued ...

ORGANIZATIONAL REVIEW

AFS Tasks Under the Mandate (by Branch)

Reforestation

Provincial planning

Individual forest planning

Post harvest survey

Reforestation treatment projects

Regeneration survey

Survey monitoring

Cone collection - survey and crop prediction
- requirements

Nursery operations - seed extraction

Seedling operations - plant
- grading
- culture
- storage

Genetics - planning
- industry contacts
- site development
- site maintenance
- data collection, analysis and application

Research

Establishment of AFS priorities

Project planning and design

Data collection

Analysis of result and preparation of reports

Trust Fund operation

Research application - technology
- transfer

Reclamation - identification of suitable sites
- provincial planning
- projects
- forest planning

Forest Land Use

Watershed - inventory
- analysis

Implementation - management practices

Research - research branch

Range Management - development of allotment plans
- improvements
- grazing leases
- grazing reserve development plan
- grazing permits/ licences

Pesticides & Herbicides - green area permits
- notices of intent

Oils and Chemical spills - investigations
- spill site reclamation
- clean-up

Forest Recreation - five year plan
- site plan
- buildings
- maintenance

Integrated Management - priorities
- regional plans
- local plans

Development and Reclamation
- coal and oil sands exploration
- operations and inspections

Geophysical Approval - conditions/ inspections

Oil and Gas and Industrial Disposition
- reclamation certificate
- surface materials
- leases

Continued ...

ORGANIZATIONAL REVIEW

AFS Tasks Under the Mandate (by Branch)

Forest Protection

Prevention
- public relations
- prevention programs
- prevention plans/forest-provincial
- closures
- fire permits
- hazard reduction burns
- prescribed burns

Detection
- lightning detection systems
- fixed detection (towers)
- air patrol
- scanning operations

Weather - data collection

Presuppression
- bomber base
- six attack bombers
- man-up crews
- native fire fighter training
- crew deployment
- fireline overhead training

Communications
- design and procurement
- operations and maintenance

Suppression:

Level III or layer fires - forest responsibility
Level III or smaller fires - districts are responsible

Air
- provincial administration
- hire and dispatch

Fire Statistics

Insects and Disease
- survey
- control plans
- control program

ALBERTA FOREST SERVICE vs. INDUSTRY

JOB DESCRIPTIONS

Forester I-II - Entry Level

(Class 4241) An employee of this class is a professional who carries out technical duties in forest protection, management and conservation. The individual is responsible for the application of his/her professional knowledge and techniques in resolving forestry problems.

Class characteristics:

- Aerial photograph analysis
- Field surveys/data gathering (cruises)
- Preparation and update of forest inventories
- Public relations duties
- Assists other foresters in the delivery of divisional programs including land use, silviculture, scaling and mill studies, management planning and forest protection.

Forester II (5 years, 6-10 years and 10 years + experience)

(Class 4242) This is a full working level professional position. Employees of this class are responsible for the delivery of the above listed programs. Requirements include a minimum of two years experience in professional forestry work, and Forester I-II requirements.

Forest Officer I and Forest Officer II

A Forest Officer performs duties involving fire control, timber management, land use, recreation, administration, construction and maintenance.

Class characteristics:

- Fire control
  - planning and presuppression
  - fire prevention (hazard reduction)
  - fire detection (supervision of lookout towers)
  - fire suppression (implementation of fire control plans)
- Timber Management
  - inspections, timber permits, silviculture, management planning
- Land Use
  - inspect and report disturbances to the forest due to pollution, fire hazards, erosion, etc.)
- Recreation
  - maintains an inventory of facilities and submits recommendations for their proper use.

Continued ...

Alberta Forest Service vs. Industry

Job Descriptions

Forest Officer III

(Class 4237) This position involves the supervision of Forest Officer I and IIs in their fire control, forest management and land use responsibilities. Forest Officer IIIs perform advanced work in the fields listed above.

NOTE: The *Descriptions* are based on the Manual of Class Specifications - 1982, Government of Alberta

Government/AFS Salary is based on the April 1, 1989 Subsidiary Agreements #001-012 between the Government of Alberta and the Alberta Union of Provincial Employees (AUPE).